

TWENTY CENTS

FEBRUARY 18 1930

Sales Management

The Weekly Magazine for Marketing Executives



Eugene P. Thomas
Vice-President, United States Steel Corporation, New York

Steel Competition Keener;
U. S. Coordinates Advertising

What Is a Sound Expansion Policy?

The First of a New Series of Articles by John Allen Murphy

How to Increase 1930 Counter Sales

There are twenty-four effective answers to this question in the new EINSON-FREEMAN brochure—just published—

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It illustrates, in color, a wide variety of combination shipping and display containers, used with notable success by leading national advertisers... This is the most compact and comprehensive text yet published on the subject and is an invaluable aid in determining the correct type to use to meet each individual package and selling problem.

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B—Double Compartment Type Container

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Sure, we know you used to live there—

But Crawford and Madison and the neighborhood that trades there has changed since the Firm transferred you to the main office and put you in charge of sales.

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There's a way for every sales and advertising executive to know every one of Chicago's great neighborhood markets as intimately as those who live in them. The Boone Man knows the way—ask him.

The Chicago Evening American has kept pace with the growth and change in Chicago's neighborhoods—and now is in its ninth year of circulation leadership in Chicago's evening field.

CHICAGO EVENING AMERICAN

a good newspaper

National Representatives:

RODNEY E. BOONE ORGANIZATION

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXI. No. 6.

**Salesmanagers:—
Don't Overlook This
Big Market in 1930!**

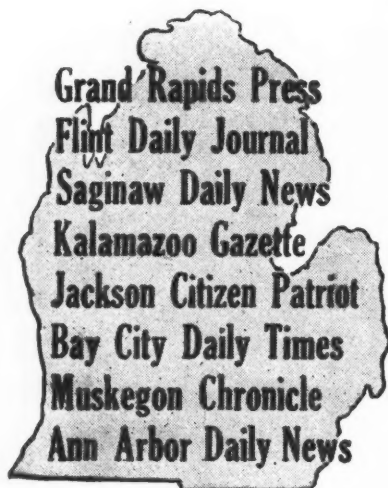


The BOOTH NEWSPAPER AREA ONE OF AMERICA'S LEADING MARKETS **of MICHIGAN**

HERE is a market that will be one of the foremost in sales during 1930. It is metropolitan in size — its standard of living demands the better things of life — its populace is responsive to advertising.

It is completely covered by The Booth Newspapers with over 280,000 net paid daily average circulation.

It will pay to investigate!



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NEW YORK

J. E. LUTZ
180 N. Michigan Ave.
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Booth Newspapers, Inc.

Central Office, 2500 Buhl Bldg., Detroit,
or any newspaper listed

Survey of Surveys

BY WALTER MANN

Aircraft's Mighty Growth

The American aircraft industry produced airplanes and engines valued at \$98,000,000 during 1929, the annual production report (copyrighted by the Aeronautical Chamber of Commerce of America, Inc., and recently made public) shows. The complete report will be included in "The Aircraft Year Book for 1930," ready for distribution February 15.

The announcement of production figures on aircraft engines brought the total value of products manufactured during 1929 to within short reach of the \$100,000,000 mark. Twenty-five aircraft engine manufacturers reported a total of 7,378 engines produced during last year for both military and commercial use, representing a total valuation of \$26,495,830.15. The value of 6,034 commercial and military airplanes produced by ninety-six major manufacturers was announced recently at \$44,457,300.60 in another report of the Aeronautical Chamber of Commerce.

"Adding spare parts for both engines and airplanes of all types," the report says, "it is estimated that the total retail valuation of aircraft and engines produced during 1929 was \$98,000,000, as compared with \$62,000,000 in 1928.

"Of the 7,378 engines manufactured, the commercial market received 5,517 and the military, 1,861. Commercial engines represented a total value of \$17,895,300 and military motors, \$8,600,530. Ninety-five per cent of the engines were manufactured by members of the Aeronautical Chamber of Commerce.

"Comparing this report with 1928 figures, commercial production increased 3,667 units or 193 per cent. Military engine production was 448 units higher than in 1928, representing an increase of 32 per cent. The value of commercial engines increased \$8,958,575, or 100 per cent. The valuation of military engines was not compiled in 1928, so that it is impossible to compare figures in that field. Total engine production, including those for military and commercial purposes, showed an increase of 4,115 units or 126 per cent.

"Commercial aircraft engine production showed an average unit price of \$3,243.65 during 1929 as compared with \$4,830.65 in 1928. The average unit value of all types of aircraft including motors was \$9,520 as compared to \$9,685.15 in 1928. The lower average engine price resulted from the entrance of the lower power new production engines in the field.

"Most of the engines produced were in the class above 300 horsepower. There were 1,404 motors rated above 300 horsepower manufactured during the year with a total retail valuation of \$8,727,100. The second largest number fell in the class between 76 and 125 horsepower, with 1,309 units valued at \$2,013,750. The third largest group was rated between 126 and 175 horsepower, with 1,208 engines valued at \$3,158,000.

"In the class below 175 horsepower, 479 engines valued at \$367,950 were produced,

a large number for this low horsepower group. Between 176 and 225 horsepower, 656 engines valued at \$1,638,500 were manufactured; and in the 226 to 300 horsepower class, 552 units were made with a valuation of \$1,990,000."

Production in the airplane manufacturing field also reached the highest peak in its history, the report shows. More than 6,000 airplanes were manufactured during the year. While the commercial field experienced a sharp increase in production over 1928, the military market slumped during 1929.

Two Building Forecasts

Early in January each year the F. W. Dodge Corporation makes a forecast in dollars of the volume of building for the forthcoming year. So, too, does the National Trade Journals, Inc.

This year the estimate of the Dodge corporation is around \$8,500,000,000, while that of the National Trade Journals is "between seven and nine billion dollars." See chart and tables on page 246 of this issue.

Valuable as the figures in these two reports are, they would have been even more so if the classifications into which the totals are broken down had been identical, rather than merely similar. As they now stand, no direct comparisons of their views are possible.

Why don't these two big powerful organizations set an example for other publishers in the avoidance of duplication by working out a joint schedule that would cover all the necessary statistics completely, rather than to duplicate one another's predictions in a way that tends to becloud two perfectly good sets of figures?

Thumbnail Reviews

Window Displays of Men's and Boys' Apparel. A collection of illustrations of window displays. These are presented as suggestive guides for anyone retailing men's and boys' apparel. National Association of Retail Clothiers and Furnishers, 509 South Franklin St., Chicago. 96 pages.

The Chain Store and the Packing Industry. The first of a series by E. L. Rhoades of studies in the packing industry. Covers (1) the present extent of the chain meat movement and its speed of increase; (2) its effect on the packers' trade; and (3) the probable future of the chain meat trade and its likely effect on the packing industry. 31 pages. Second of this series deals with the chain store as a factor in the distribution of meat and meat products. Tables show volume of sales, labor turnover, wages, etc. University of Chicago, Bureau of Business and Economic Research, Chicago, Ill. 28 pages.

Radio as an Advertising Medium. A survey of radio as an advertising medium, giving experiences of users, number of radio sets in each state, increase in use of radio since 1927, results achieved, etc. Metro-
(Continued on page 275)

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Lexington 1760



REALIZING that sales and advertising publica- tions had shown some tendency to neglect the industrial field, SALES MAN- AGEMENT within the last year set out to organize and develop an in- dustrial editorial department, to report efficient sales plans and current developments of specific interest to the concerns manu- facturing and selling industrial types of products. At that time Herbert Kerkow joined the SALES MAN- AGEMENT staff to help build up this new department.

"Kerk" is particularly fitted for this work, since the past five years of his career have been spent in dealing directly and in- directly with industrial companies. Three of those years he spent with Ray D. Lillibridge, Inc., New York agency, doing research, production, copy, contact and layout on such industrial accounts as the Worthington Pump & Machinery Corporation, Chase Brass & Copper Company, War- ner Electric Corporation and San- gamo Electric Company.

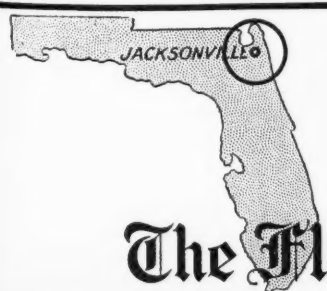
The last two years, part of this time as the Eastern manager of *Class and Industrial Marketing*, he has widened his contacts in the industrial field and begun to build up a following as a writer.

"Kerk" is writing exclusively for SALES MANAGEMENT. One of his articles on industrial adver- tising or selling appears almost every week in this magazine.

CONTENTS

Advertising	
Steel Competition Sharpening; U. S. Coordinates Advertising.....	243
By Merton E. Thayer	
Kraft Breaks Double-Header Drive; Features Intensive Advertising..	244
By D. G. Baird	
Export Markets	
Sales Opportunities in the "Pint Size" Export Markets.....	254
One of a series of articles by Franklin Johnston	
General	
Significant News	237
What Is a Sound Expansion Policy?	238
The first of a series of articles by John Allen Murphy	
Building Forecasts Show Seven to Nine Billion Dollars for 1930....	246
Low Priced Car Sales Not Affected by End of Year Slump.....	248
Sales Policies	
Appeal to the Service Instinct if You Want to Sell the Professional Market	240
By David H. Colcord	
Buster Brown Still Builds Sales Among the Youngsters.....	250
By James M. Mosely	
He Found a Million-Dollar Business at the Bottom of the Sea.....	256
By Ruel McDaniel	
Departments and Services	
Survey of Surveys	230
Latest News in Sales and Advertising, Beginning on.....	257
Editorials	264

RAYMOND BILL, President; PHILIP SALISBURY, Vice President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.



Just a Bit of Authentic Market Information

—buying information for your selling information! Florida's smaller citrus crop has made a sharp demand and northern markets in the first two weeks of January alone absorbed 3,770 cars of oranges, grapefruit and tangerines—more than 20,000 cars shipped thus far this season. And you connect with the money in Florida through your retail distribution plus the state-wide circulation of

The Florida Times-Union

JACKSONVILLE FLORIDA

Not Wanted!

Or the Step-Child's Lament

*W*E may as well confess that SALES MANAGEMENT is not the curly-haired darling in all advertising circles. It leaves some men very, very cold.

This applies particularly to those who cling to the archaic belief that advertising is something over here—and sales something else again, poles apart.

SALES MANAGEMENT is not an advertising man's magazine, *per se*, but a journal of marketing.

Hence its appeal among advertising agency men must be limited always to those broader-visioned executives who look upon advertising as one of the several marketing tools in the kit bag, and who appreciate its interdependence with the other factors of selling.

As the year 1929 came to a close, SALES MANAGEMENT had on its books 912 subscriptions among advertising agencies (not including checking copies). This compared with other years as follows:

December, 1926.....	416
“ 1927.....	686
“ 1928.....	861
“ 1929.....	912

Forty-seven per cent of these 912 agency subscriptions were *personal* subscriptions by the *Officers* and *Owners* of advertising agencies enjoying recognition from two or more publishers' associations, many of them having the magazine sent to their homes so that they can read it carefully, free from interruption.

To publishers and others interested in reaching the-cream-of-the-crop agency men of the country, this concentration of circulation among key men is important.

Mén big enough to understand the broad marketing subjects on which SALES MANAGEMENT concentrates are big enough to have power and authority in their agencies. The list of subscribers proves it.

Significant News

• • • General Electric's participation this week in the Siemens & Halske debenture flotation in this country brings it into close touch with the two dominant electric companies in Germany. With nearly a third interest in the German General Electric and a substantial holding in securities of the latter's chief competitor, G. E. has established itself in Germany along very much the same lines that were followed by General Motors in securing control of Opel.

• • • Walgreen's plan for a \$300,000 plant in Chicago emphasizes the company's emergence from a Mid-Western into a national drug chain.

• • • Some significance attaches to current revival of Methodist church attacks on cigarette advertising, especially testimonial advertising and appeals to women, in view of the Federal Trade Commission's incursion into the same field as an objector to special pleading by paid certificates to satisfaction.

• • • A grocer in Minneapolis has asked the attorney-general of Minnesota to investigate chain store operations in that state with a view to prosecuting chains as violators of the Sherman Act as well as of state statutes. The grounds alleged are that "they and each of them are in unlawful combination for the purpose of limiting, fixing, controlling and maintaining to regulate the prices of articles in trade and manufacture." Nine large chain systems are named—drug and notion companies as well as grocer.

• • • Meanwhile the Federal Trade Commission, prosecuting its inquiry into chains, announces that it is now engaged in a fact-finding investigation in various cities to ascertain the comparative advantages and disadvantages of chain and independent dealers in merchandising specific commodities—grocery stores for about 400 items, drug stores for 700 and tobacco stores for 100 and odd. This is a considerable enlargement of the commission's first plan.

• • • Decline of S. S. Kresge's net income of \$15,643,000 in 1928 to \$14,952,000 in 1929 drew from President Van Dusen this comment: "Paradoxical as it may seem, the addition of many units last year had an effect the reverse of favorable upon the net results of the business." Why this result should be regarded as paradoxical Mr. Van Dusen does not explain. It is usual in most mergers. Sometimes it is temporary—not always.

• • • R. C. Williams & Company, one of the oldest and most conservative of New York's wholesale grocers, announces a plan under which it buys for 230 grocers at cost plus a handling charge and an undertaking by the grocers to take a certain amount of Williams merchandise. This is the yielding to new ideas of one of the last butresses of old-time methods.

• • • A preliminary report of statistics of income for 1928 put out this week shows the extent to which stock market speculation in that year affected personal fortunes. The matter is the subject of an editorial note in this issue.

• • • Private advices from officials of transportation companies and hotel proprietors bring information of substantial gains in receipts from visitors to Florida this winter compared with the business done there a year ago.

• • • California Packing Del Monte products now include a coffee brand which is being marketed on a national scale to sell at thirty-nine cents a pound.

• • • Remington-Rand earnings of \$1,697,818 in the December quarter of 1929, compared with \$1,016,513 in the same quarter of 1928 and establishing a record for company business, do not reflect business recession in the closing months of last year.

• • • In view of recent declines in agricultural commodity markets, business men and bankers in the East are expressing the hope that the Farm Board, which is extending loans to farm cooperatives on crop values above current price levels, will proceed with extreme deliberation. The history of British efforts to support rubber, of Brazil's valorization plan, and of the attempts to bolster sugar in Cuba does not encourage hopeful expectations from anything that looks like pegging American crop prices.

• • • The proposed merger of twelve hotels, parts of the United Hotel chain, into International Hotels, Inc., was formally abandoned this week. The reason given by the bankers was the poor market for new securities since the break in the stock market.

• • • RCA-Victor Company announced this week drastic cuts affecting three of its models, ranging from \$50 for Radiola 66 to \$351.50 for Radiola 64, a de luxe superheterodyne receiver.

• • • P. Lorillard & Company report net income in 1929 of \$1,337,000, nearly half a million less than in 1928, but enough to pay preferred dividend and carry \$545,000 to surplus. The report says Old Gold cigarettes are now expected to be a contributor to, rather than a drain upon, profits.

• • • Exports of automotive products last year amounted to \$563,854,000, a gain of \$41,755,000. The passenger car volume was down \$29,292,000, while that of trucks and other automotive products was up \$20,074,000 and \$50,973,000, respectively. Average values were \$690 against \$716 in 1928 for passenger cars and \$566 against \$659 for trucks.

• • • Predicting that such business depression as now exists will soon pass, Ogden Mills, Under Secretary of the Treasury, advised a group of editors and publishers at a meeting in New York this week to consider how in the last decade order has been re-established from chaos. He reviewed the major events, reminding his hearers how national budgets had been balanced, currencies restored to the gold basis, war ruins repaired, reparation problems solved, international trade augmented—in all of which the United States had played a conspicuous and profitable part. Contemplating such a retrospect, he concluded, a man would indeed have to be poor in spirit and courage

(Continued on page 248)

What Is a Sound



© Underwood & Underwood

¶ Clarence Hatry, the man whose frenzied expansion methods convulsed all Great Britain. Mr. Hatry started out legitimately enough, but his manipulations finally became so involved that they got him in the toils of the law.



© Underwood & Underwood

¶ William Fox in his experience with his vast theatrical properties, is another victim of too rapid expansion. In building a big business organization, the safest way to make haste is to go slowly.



© Blank & Stoller, Inc.

¶ George J. Whelan, the founder and guiding genius of the United Cigar Stores Company. Mr. Whelan's offspring was always successful and only came to grief when the chain's structure became too complicated.

WHAT is a sound expansion policy? A timely question, that. Fortunate is the executive who is not racking his brains trying to find an answer to it. With the business of the country suffering from too much expansion, or from unsound or misdirected expansion, almost everyone would like to know what is a safe and profitable way to expand.

Obviously there can be no specific answer to such a question. There is no such thing as a one best way to expand. No commercial institution can be built according to a formula. No one can write a prescription for a potion that will magically bring a desired business into existence.

A question of this sort can only be answered from experience—out of the

experience of companies that have been able to develop sound expansion policies. And despite the fact that so many organizations are at present paying the penalty of fatty enlargement, it is easy to find any number of concerns that have been pursuing an intelligent, conservative and thoroughly healthy expansion course.

For months I have been studying the methods of several hundred of these concerns. Most of them are engaged in an expansion program of some sort. By "expansion," in the sense that it will be used in this series of articles, I mean an amplification of effort towards growth that involves a much larger program than is compre-

hended in the usual sales and advertising campaign.

A company can send out a new crew of salesmen or launch an advertising drive and not necessarily be engaged in an expansion program. A manufacturer might open a number of additional branch offices and not be expanding. However, if a company that had never used the branch office system of distribution decided to go in for branch offices, its move could properly be called "expansion." If

Expansion Policy?

No. 1. What Can a Company Do to Determine the Best Methods for Expansion?

BY JOHN ALLEN MURPHY

Due to the fact that business was never in a more fluid state than at present, when whole industries find themselves wiped out almost over night through style changes, new inventions and other causes, almost every enterprising concern is seeking to draft some sound expansion program which will protect the company against such emergencies. Executives who are facing this problem will find Mr. Murphy's new series of the utmost value and importance.

another wing were added to a plant it would hardly be "expansion." But if a manufacturer established a branch plant in another city or in another country, decidedly that would be an expansion move. In general it might be said that expansion means a departure from routine or customary procedure, a striking out from the usual program.

There can be expansion in any of the main divisions of a company—financial, production, marketing. This series will be confined largely to expansion in distribution. We will touch the financial and manufacturing phases of the subject only as it affects the marketing end of business.

My analysis of the expansion technique most successfully employed at present reveals that the following are the principal methods being used:

1. Through contract selling.
2. Through foreign subsidiaries.
3. Through both market and product research.
4. By developing by-products.
5. By diversifying the line.
6. By letting the line evolve naturally.

7. By adding unrelated lines.

8. By controlling both wholesale and retail distribution.

9. By getting retailers to expand, to diversify, to add new lines, new departments, etc.

Many manufacturers make the mistake of not planning their expansion. They strike out blindly. They open up new territories or launch additional products without testing the possibilities of these ventures. Too many companies expand for no other reason than that their competitors are expanding. They rush pell-mell into a project, with scarcely no investigation, because they feel they must get something going before their rivals do.

As a result of this situation we find many industries badly overcrowded. Particularly is overcrowding likely to occur during the early days of a new business. Any good invention stimulates the bringing out of similar devices. The pioneer is not long allowed to enjoy his kingdom alone. Soon he has plenty of company. Manufacturers from other fields will rush in and stake out claims.

This has happened in the automo-

bile, radio, airplane and electric refrigeration industries and in numerous other industries that could be cited. Since the automobile became a commercial possibility more than 2,000 companies have taken a fling at the business in this country. Today there are less than a hundred motor car manufacturers and the tendency is constantly toward further concentration. Fully a quarter of the concerns that tried their luck at automobile making never did have a chance to succeed. The business was entered for no other reason than it seemed like a good opportunity to get in on the ground floor.

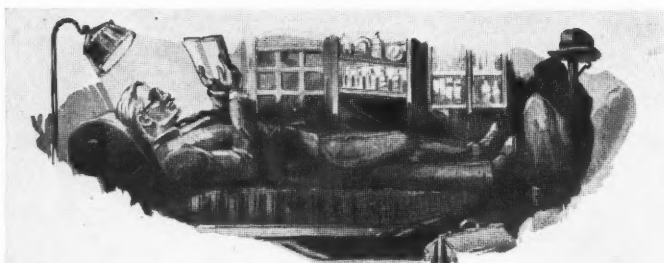
The Electric Refrigerator

My work brings me into hundreds of factories in the course of a year. Since 1925 it seems that about every other plant I visited was experimenting with an electric refrigerator. Fortunately, most of these essays were eventually abandoned, but not before a lot of money was needlessly squandered on research. Many of these companies are no better qualified to get out a merchantable electric refrigerator than my grandmother was equipped to airplane to the South Pole. A little preliminary digging would have saved these concerns a barrel of money. In a few days the investigator would have found that the average company is not well enough financed to enter the electric refrigerator lists. This is one business that requires a bankroll large enough to choke a whale.

A similar story can be told about the radio industry. Although it is scarcely ten years old, it has long been overpopulated. Already the eliminating process has started. There have been two or three receiverships, and one set manufacturer, the National Carbon Company, has announced its retirement from this branch of the business.

Paul P. Huffard, the president, stated late in January: "As a result of our withdrawal from the glutted radio receiving set field our company has taken itself out of a competitive position with all set makers who are disposed to view with favor sales by their set distributors of Eveready tubes."

(Continued on page 266)



BY
DAVID H.
COLCORD

For The Physician Who Must Fight For A Few Minutes Study!

Your working day begins with the telephone call which interrupts your breakfast. It never ends!

The average physician must fight . . . for time enough out of his day . . . to study . . . to keep up with new methods of treatment.

It's humanly impossible to read everything which has bearing on your practice. But the conscientious practitioner insists on spending a margin of his time studying modern methods of treatment for the cases he is attending.

Frankly, wouldn't you spend more time in study—every day—if you had a book to turn to that had direct bearing on the cases you are attending that day? It's tough to begin a prolonged search for the information you want.

Information on methods of treatment ought to be readily available.

A book containing modern methods of treatment should be so concise and to-the-point that you can get what you want at once, "lift it out" and put it to work at once.

Above all, such a book should not be merely an encyclopedia on methods of treatment. Instead it should be a living, breathing, vital message to you from a national authority who is not only cognizant of what is new and authoritative . . . but who in his years of daily practice, like you, has encountered your problems and has solved them. Solve them in a way that would help you.

How would you like to have such a book on modern methods of treatment—handy at your reading table every night—to refer to?

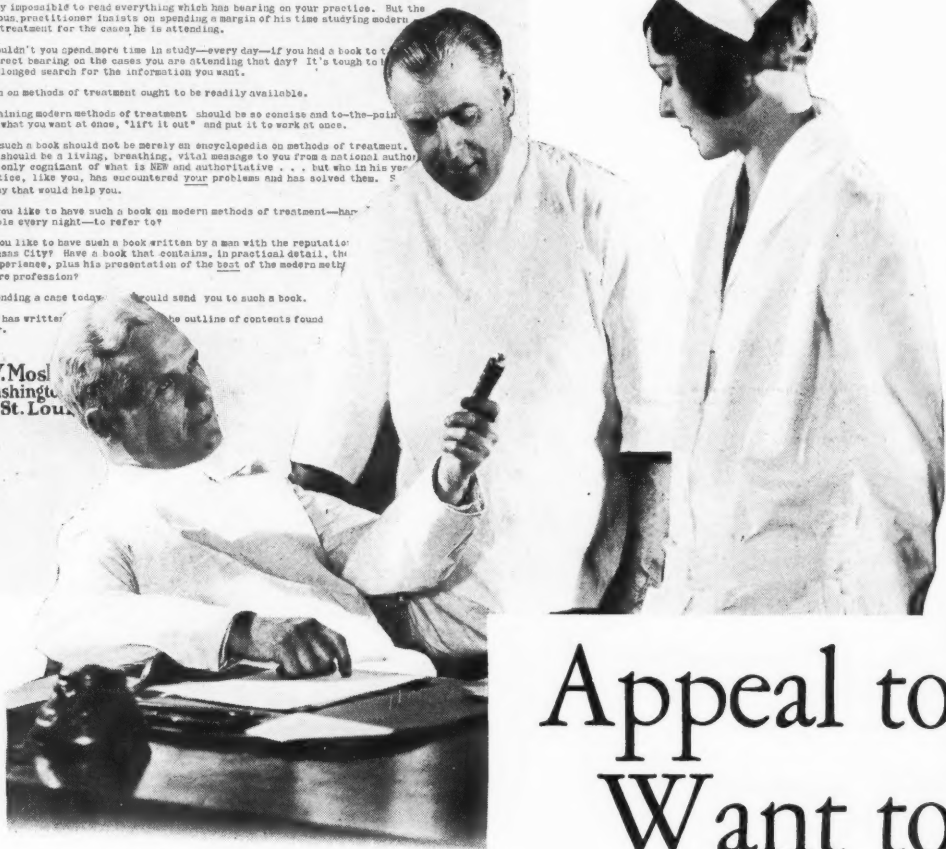
How would you like to have such a book written by a man with the reputation of Kansas City? Have a book that contains, in practical detail, the years of experience, plus his presentation of the best of the modern methods of the entire profession?

You're attending a case today. You should send you to such a book.

Clendenen has written the outline of contents found in this letter.

The C.V. Mosby
3616 Washington
St. Louis

63,000 broadsides mailed to American Dental Association members recently returned \$14,087 in cash to the C. V. Mosby Company.



C. V. MOSBY Company, St. Louis, medical and dental book publishers, recently mailed 63,000 two-color broadsides to the entire list of the American Dental Association, offering a \$7.50 professional book. The broadside returned \$14,087.75 in cash, selling by mail 1,878 books. The returns per dollar expended were \$5.13, a selling cost of 19 per cent, although a selling expense up to 30 per cent was allowable. The total mailing cost, including artwork, engraving, printing and postage, totaled \$2,737.

In other words, this mailing piece returned a five-to-one gross profit which is not to be "sneezed at," whether it is in selling books or pig iron. If you have ever tried to sell anything to a dentist, particularly a book, either personally or by mail, you can well appreciate the enthusiasm in the sales department when the returns from the broadside began to come in at the rate of fifty a day.

Its success erased the failure of a previous mailing on the same book of the month before.

The failure of the first mailing and the outstanding success of the second strikingly illustrate the fundamental principle which underlies all profitable selling to professional men and women whether they be dentists, doctors, teachers, ministers or architects, and that is that the *entire sales effort must be directed to appeal to the service instinct of the profession*. Although the professional is vitally interested in income and profit, nevertheless he instinctively resents the commercial appeal. If you tell a physician that a new bookkeeping system will make money for him, he is liable to throw you out. But if you tell him that you have a system which will keep his accounts in such orderly shape that he will not have to worry about his income, and that he will have more time and freedom of mind to devote to

Appeal to Want to

medical research because of the books, he will welcome you.

Both statements mean the same thing. However, the latter is presented with the slant which interests without offending professional dignity. This applies to both mail and personal selling.

To illustrate, the first mailing piece, built without any attempt at finesse, informed the dentist that Dr. Kells, a New Orleans dentist, had become wealthy at dentistry because he had perfected a standard office practice which put his profession on a businesslike basis. Kells was offering a book called "The Dentist's Own Book" which was a manual of office practice based on his experience—designed to put any dentist's office on the same businesslike basis.

Evidently 63,000 dentists resented

the implication, as it did not pull ten inquiries.

The second mailing piece opened with "Your office has all of the business problems on a smaller scale found in the management of a hospital." It went on to say, "How would you like to have a major operation performed on you by a surgeon who couldn't keep his mind off his personal and financial difficulties? Imagine a Mayo or a Crile operating with an instrument in one hand and a sheaf of hospital collection letters in the other. By the same token you owe it to your patients, etc."

Successful professional men and women are more interested in their profession than they are in income. That which contributes to professional advancement always takes priority over fees or salaries, so that, regardless of the commodity or service, the fundamental appeal must be made to this professional attitude. It is possible by text, layout and illustration adroitly to swing over when the time comes to what you have to sell, price terms, etc., but you will never get that far unless you make your approach by the "sidedoor"!

A direct compliment playing up to this professional attitude, if handled subtly, is an effective weapon. For example, note the compliment in the text of another successful broadside mailed by the Mosby company to phy-

are sold through teachers for the schools. It alone amounts to several million dollars a year, and several manufacturers consider the business in school water colors sufficiently desirable to spend thousands of dollars each year in direct mail advertising to secure the school adoption of their brands.

There are approximately 120,000 physicians and surgeons in the United States with high standards of living and sure income. There are 60,000 dentists, 600,000 teachers, 144,000 ministers. Furthermore, unlike any other class, these professional groups as a rule are not materially affected by periodic changes in general business conditions. Their fixed income goes on, their buying power continues regardless of industrial depressions.

The opportunity the professional market affords has been neglected by the average advertiser because, having tried it and failed, he illogically places the blame on the market rather than on his methods of going after it.

For example, it is foolish to circularize retail dealers in an attempt to sell gymnasium apparel to the schools. As a rule, the dealer usually stocks the brand adopted by the school's physical director. Yet I can point out three campaigns mailed to dealers by as many gymnasium apparel manufacturers last summer. They knew how to sell lines of women's wearing ap-

What I want is to get *your* personal opinion of what you consider the ideal gymnasium apparel for the girls in your classes. What would you like to see developed in the way of styles the coming two years?

I know you have an opinion and I'd value it,—just turn the letter over and pencil what you like. I'll not quote you. Mail the letter back to me, please!

I want you to glance through the attached folder and mark the styles you would like the stores in your community to carry in stock this month and the balance of this year. Send the folder back with the letter, please. I'm enclosing a stamped, addressed, return envelope.

Any samples you want we will be glad to send you immediately, without charge. We would like to have *you* honor us by wearing one of our tailored "gym" costumes yourself!

Earnestly yours,
General Manager.

P. S. You can tell your classes that we will guarantee Moore garments *to fit and to wear*. We would appreciate your recommending Moore's Official Gymnasium Apparel. Tell your classes they can select from a complete line at

John Doe's Department Store,
222 West Jackson Avenue.

The sales record made by the Pan-American Band Instrument & Case

the Service Instinct if You Sell the Professional Market

sicians and surgeons, offering a \$9 book entitled "Modern Methods of Treatment" by Logan Clendening. The letter fold reads, "For the Physician Who Must Fight for a Few Minutes' Study! Your working day begins with the telephone call which interrupts your breakfast. Your day never ends! The average physician must fight for time enough out of his day to study and to keep up with new methods of treatment, etc."

The professional market is worthy of the best strategy at your command, because it is one of the richest in the country. It spends over \$1,090,000,000 annually for goods personally consumed, and many times this amount for institutions with whom its members are associated. Consider this one relatively insignificant item—water-color paints for grade schools—which

parel, and presumed, without knowing the facts, that clothing for children used in the gymnasium classes was bought in the same way.

The experienced manufacturer begins early in the year to circularize the physical director, leaving the question of dealer distribution as the last step in the campaign. This year the following successful personalized letter preceded the campaign of the E. R. Moore Company, manufacturers of school caps and gowns and gymnasium apparel:

Freeport Public Schools,
Freeport, Illinois.

Personal attention of
Director of Physical Education.

Dear Madam:

May I ask a personal favor of you, and I'll certainly be glad to reciprocate at the first opportunity.

Company, Elkhart, Indiana, during the last five years, is probably one of the best examples in the history of professional merchandising, of how this market can be dominated by strongly emphasizing the service appeal. Five years ago this company, a subsidiary of Conn, Ltd., was manufacturing a small volume of stenciled merchandise for jobbers and a smaller volume of moderately priced instruments under the Pan-American trade-mark which they sold through the trade.

Discovering by accident that the major portion of their output found its way to school bands and orchestras, they took stock of their best potential market and decided to concentrate on the school field, however, continuing to sell through exclusive jobbers and dealers. A play was made immediately to gain the good will of the

school music supervisors and band masters, the controlling factors in school band instrument sales. A series of letters on executive-size stationery was mailed to the entire list, the theme of all these letters being *service*. What could Pan-American do to help them recruit new material for their bands and orchestras? If they would send the names of some of the students in their schools who were not playing, Pan-American would be glad to conduct an educational campaign to these students to gain their interest. Several thousand names of children were secured in response to this letter campaign—and all of these children were followed by letters direct from the Pan-American factory. Their names were also passed on to the dealers in the communities where the inquiries originated, urging the dealer to follow these children by personal calls.

"Whistling Bud Allen"

The same plan was carried out the second and the third years, until a large percentage of music supervisors began to consider Pan-American a clearing house for school music information, writing the educational department regularly for suggestions and help. The following year, sensing the difficulty always present with the music supervisor in recruiting new material for her organizations, Pan-American prepared a booklet entitled "Whistling Bud Allen," a human interest story of an average boy who learned to play an instrument and the numerous opportunities this opened for him all through his life. No word about Pan-American instruments appeared throughout the entire book, except on the inside of the back cover, as:

"Compliments of
The Pan-American Band Instrument
& Case Co.
Elkhart, Ind."

The books were offered to all school music supervisors and band masters of the school year for free distribution. The booklet has now run into several editions and there are still many requests received for quantities of "Bud Allen" for distribution to students in schools where the music supervisor feels she needs this help. It has made thousands of warm professional friends for Pan-American Band Instruments.

Last year another one of the music supervisor's problems was taken under Pan-American's wing. There is always the question in every community of selling the band and orchestra idea to the taxpayers. It is an extra which they must support, and it costs real

money to purchase some of the larger instruments in the band. Furthermore, when they do start trimming down the budget, not infrequently the music supervisor's job itself is jeopardized. Therefore, anything which Pan-American could do in any community to strengthen her position with the taxpayers would be assistance eagerly welcomed. To do this Pan-American last year published a somewhat pretentious book intended for the taxpayer, to acquaint him with the purpose of the band and orchestra in the school, and to show him what other progressive communities were doing to support their local organizations. The book was called "The School Band & Orchestra and Its Relation to the Community." It has probably been the most successful unit of "disinterested" promotion material used by this company.

By taking the direct commercial appeal out of their advertising and promotion, and giving it instead a decided service slant, this company have now thoroughly established their trademarked merchandise, have practically discontinued their stenciled line, and their percentage of increase in sales in five years exceeds that of any other band instrument manufacturer. A member of an industry which has been notably in the doldrums for years, Pan-American has been a surprise with a moderately priced line and has shown a satisfactory profit each year.

Outstanding Example

Without question the most outstanding example of successful merchandising to the teaching profession and to the schools is that of the American Crayon Company, Sandusky, Ohio. For three generations it has concentrated on the school market with a line of blackboard chalks, school colored crayons, and water colors. It sells entirely by the method of ingratiation: first, securing the good will of the art supervisors, letting the opportunity to demonstrate the superiority of their products come when it will. Today many of the most prominent school superintendents in the country look to the American Crayon Company for assistance in finding capable women to fill vacancies on their staff; and, in turn, many art supervisors are assisted by this company in locating positions. They, like Pan-American, have become a nationwide clearing house for school art information. They have gone even farther, in that the educational division of this company, made up of school men, has assisted materially in formulating the art curriculum for the public schools in the United States.

They, as much as any other factor, have been responsible for the present status of art education which has taken the place of the archaic art appreciation classes of a generation ago.

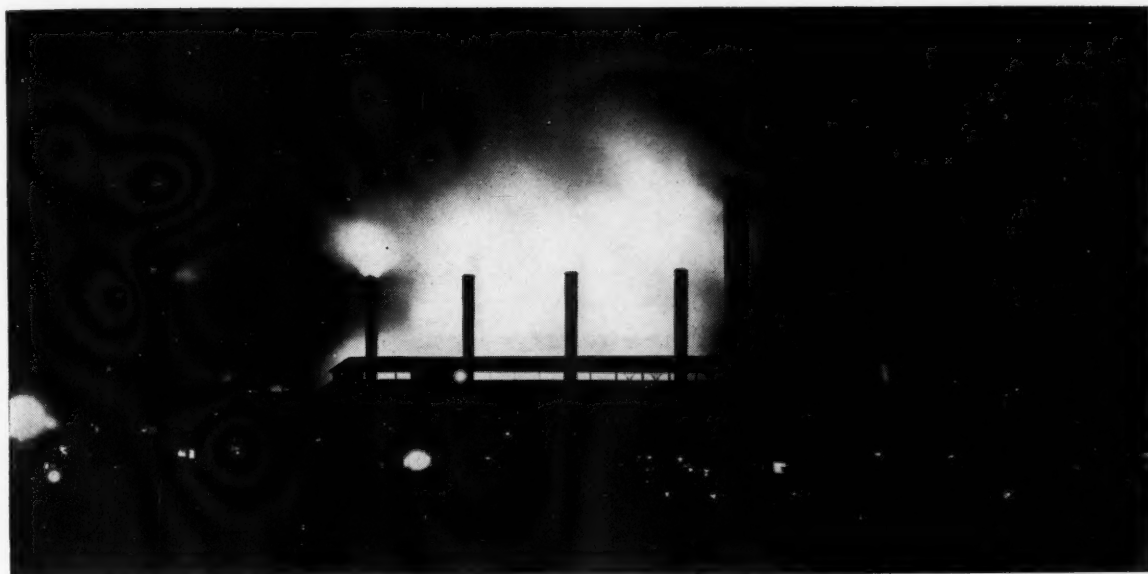
The promotion and advertising of this company have considered in every instance the advancement of art education first, and the sale of their materials as of secondary consideration. To illustrate, they publish a free circulation magazine, "Everyday Art," which today is known in the school field as one of the leading art publications. It is far from the usual type of house organ, being printed in process colors, and carrying definite concrete lesson plans for schoolroom use. These plans are prepared by some of the leading school art authorities in the country. The publication also reproduces each month examples of art projects developed by the school children in the schools where the magazine is read. It is edited by C. W. Knouff, educational director of the American Crayon Company.

When you consider that the professional market, both personal and institutional, uses everything from automatic stokers to carloads of writing fluid, it is worthy of more intelligently conceived and executed advertising and promotion material than the usual sales literature which clutters the desk of the doctor, dentist and teacher.

Allegheny Introduces New Metal; Plans Wide Campaign

The Allegheny Steel Company of Brackenridge, Pennsylvania, has just launched its first national advertising campaign in behalf of Allegheny Metal, a new chrome-nickel alloy. Preliminary advertising schedules include newspapers in New York, Boston, Philadelphia, Chicago, Detroit, Cincinnati, St. Louis—the copy, seventeen inches by five columns, emphasizing the name and character of the new metal, and the fact that it is being used for exterior polished parts on the 1930 Ford car. The campaign will be extended later, when more newspapers and a magazine campaign may be added.

The new metal is said to be harder and stronger than plated steel, will not rust, tarnish, corrode or be affected by weather. The Ford Motor Company is said to have scrapped several million dollars' worth of equipment to make use of Allegheny Metal on the headlights, radiator shell and other bright metal parts on the 2,000,000 cars they expect to produce in 1930.



© Ewing Galloway

Steel Competition Sharpening; U. S. Coordinates Advertising

BY MERTON E. THAYER

IS the steel industry getting ready for consumer advertising?

Several important developments in the last few months indicate that it is. Most important is the increasing advertising alertness on the part of the United States Steel Corporation. More intense competition is a factor. A few weeks ago a \$350,000,000 merger of independent steel manufacturers in the Middle West was completed under the leadership of the Republic Steel Corporation. The new enterprise will be the third largest in the American industry, exceeded only by the United States Steel Corporation and Bethlehem Steel Corporation.

Several months ago Bethlehem Steel announced acquisition of the Pacific Coast Steel Company. This news was followed shortly by the announcement that United States Steel would acquire the Columbia Steel Corporation, also a Pacific Coast concern. U. S. Steel has also announced that it will take over the Atlas Portland Cement Company, which will make U. S. Steel the largest producer of cement as well as of steel and iron in the nation. U. S., Bethlehem and Republic control about 80 per cent of the national output of steel.

These late developments have served further to center the interest of the largest of the three on the merchandising and advertising programs now

being formed for its manufacturing and distributing subsidiary companies.

The most important step taken from the advertising point of view has been the formation of a committee, under the supervision of E. P. Thomas, vice-president of U. S. Steel, with H. V. Jamison as chairman. This committee is composed of six counselors, three at Pittsburgh and three at Chicago, and holds regular quarterly meetings in New York. Group meetings are held monthly in Chicago and Pittsburgh. Matters of policy, selection of media and advertising agency relations are determined. Although each subsidiary company continues to place its own advertising, important campaigns must pass through this central group. At the October meeting advertising budgets of the individual companies for the following year will be made up.

The advertising committee was formed "To facilitate the direction and handling of advertising activities in the subsidiary manufacturing and distributing companies," the corporation's announcement reads. "Such companies have been divided into two divisions or groups—Eastern and Western—with special group counselors to consult with and advise the respective advertising departments."

The Eastern group is composed of the American Bridge Company, American Sheet and Tin Plate Company,

Carnegie Steel Company, National Tube Company, Federal Shipbuilding and Dry Dock Company, Lorain Steel Company, Tennessee Coal, Iron and Railroad Company and United States Steel Products Company. Eastern group counselors at Pittsburgh are W. L. Schaeffer, National Tube Company; R. L. Twitchell, Carnegie Steel Company, and Mr. Jamison, American Sheet and Tin Plate Company.

Comprising the Western group are American Steel and Wire Company, Cyclone Fence Company, Illinois Steel Company, Minnesota Steel Company and Universal Portland Cement Company. Its counselors are C. R. Moffatt, Illinois Steel Company; M. A. Berns, Universal Portland Cement Company, and W. H. Cordes, American Steel and Wire Company.

An equally important recent formation within the steel corporation is the marketing and research committee, composed of marketing and research executives of the subsidiary companies. This group has been functioning for over two months. At present much time is being given to study of corrosion and heat resistant alloy steels in view of new outlets for steel products in the future. No important market developments have yet come as a result of the committee, but it has centered responsibility in the several companies for finding new uses and wider outlets for steel. The primary function is service to manufacturers of steel products.

(Continued on page 274)



This week the 1930 campaign on "Velveeta" opens with advertising in 130 metropolitan newspapers and 841 papers in small towns, backed with magazines and radio. In 1929 this product outsold all but one other item in the Kraft cheese line.



BY D. G. BAIRD

Kraft Breaks Double-Header Drive; Features Intensive Advertising

THE newspaper advertising campaign inaugurated in all principal cities on February 4 by the Kraft-Phenix Cheese Corporation, Chicago, featuring its "three-purpose cheese food, Velveeta," is to be the largest ever to appear in this country on a cheese product, and represents an increase of approximately 100 per cent in the advertising power exerted on this popular product as compared with 1929, according to John H. Platt, advertising manager.

A total of 130 newspapers, in ninety metropolitan cities, and 841 newspapers in small towns, scattered from coast to coast, will blanket the country with this advertising for a period of fifteen weeks.

Not content with this the company will wage another campaign in the same newspapers simultaneously in behalf of "Philadelphia" cream cheese, which is said already to have a distribution of something like 100,000 packages a day. Later there will be still another newspaper campaign featuring another of the Kraft products.

The newspaper campaigns will be supported by magazine advertising in eleven mediums, using both full color and black and white, and by radio broadcasting over seventeen or more stations. The magazine advertising will be introduced by a double spread, in four colors, in the March 29 issue of the *Saturday Evening Post*.

Kraft broadcasts over the "Blue Network" in conjunction with the Forecast Radio School of Cookery, and on the Pacific Coast in conjunction with the Women's Magazine of The Air Hour, using a total of seventeen stations three days a week at present, and it is said that this broadcast advertising will likely be expanded.

Someone has suggested that scientific research has become the sales manager of the food products industry, and one who learns the story of "Velveeta" is inclined to agree.

The product itself is the result of laboratory research. With the comparatively recent discovery of enough vitamins to make a pretty good start on a complete alphabet, and with the assurance of many noted authorities that everyone requires them, in assorted varieties, manufacturers of food products found a new interest and an immeasurably increased value in their laboratories. Calories, which had enjoyed considerable popularity for a short time, were forgotten in the fascination of exploring for vitamins. Many elements essential to the health and well-being of the body, the existence of which had previously been unsuspected, were discovered in by-products and even in the sunshine.

Reclaiming Lost Vitamins

Kraft scientists found that in the ordinary process of cheese making valuable elements such as milk sugar and milk minerals, including calcium and phosphorus, were drained off in the whey. They developed a process whereby these elements were returned to the cheese, and the resulting product was called "Velveeta."

This product could not be sold as cheese, because it was something more than cheese as that term is commonly interpreted. It was cheese, all right, but with certain properties of the milk returned to it which are not found in ordinary cheese. Kraft called it a cheese food and advertised it as "cheese plus," at the same time suggesting that because of its enhanced food value, due to its vitamin content,

it should be called "a super-cheese."

Sales research discovered that "Velveeta" is also a "three-purpose cheese food"; it spreads like butter, it can be sliced when chilled, and it melts, dissolves and blends so readily that for cooking purposes it is said to be superior to cheese made by the old methods.

It was also found to be easily digested, hence the slogan, "as digestible as milk itself," is being featured in the advertising.

Introduced for the first time late in 1928, "Velveeta," with the aid of what until then was believed to be the largest newspaper advertising campaign ever to appear in this country on a cheese product, rapidly forged ahead until by the end of 1929 it ranked second only to "Philadelphia" cream cheese, which is said to be the largest-selling package cheese on the market. In a single year "Velveeta" had passed all other Kraft package brands in sales.

Meanwhile, with the cooperation of the J. Walter Thompson Company, advertising counsel, Kraft was doing research in the field, as well as in the laboratory.

During 1929 a survey was made in 126 cities for the purpose of learning all manner of facts about the market, both actual and potential. It is a well-known fact that the per capita consumption of cheese in America—less than five pounds a year—is very low as compared with that of many other countries, and one of the purposes of this survey was to find out why, as well as to collect data which might be used to advantage in increasing consumption.

The survey included wholesalers, retailers, and consumers and is said to

The research revealed an immense potential market for cheese, it emphasized the need of much educational work, and it indicated an opportunity to make "Velveeta" the largest-selling

The campaign began about February 1, when crews of missionary salesmen started out, in each of the five districts into which Kraft divides the country, to merchandise the advertising to the trade and get the goods on dealers' shelves and counters prior to the beginning of the newspaper campaign.

newspaper and magazine advertisements, a breakdown of circulation by counties, dealer helps which are available, selling points, and merchandising plans.

Meanwhile, a new counter display and a wide variety of handsome display material have been developed to tie up

Missionary salesmen in their contacts with dealers are stressing the importance of displaying goods and using suggestive selling, particularly while the advertising campaign is in progress.

While the advertising program for "Velveeta" and "Philadelphia" cream cheese is new, ground was broken for this large campaign over ten years ago, when the Kraft-Phenix company first went in for an expanded sales and advertising program.

The sales and advertising policies of the company were laid down at this time—policies reflected in the present campaign. A sales force covered the country, selling the five-pound loaf and other Kraft products to the jobber, arranging demonstrations in dealers' stores and providing them with display material.

In 1919, the company had spent the unprecedented sum of \$40,000 for advertising cheese, a product at that time unhonored and unsung. From 1920 its advertising appropriation has increased steadily.



Now this new cheese treat
So wholesome everyone
can eat it freely

SMILES of delight, after the first taste!
 • New tempting cheese flavor... so new
 you'll want to try it!

Velvetta is its name... this delicious new cheese food created and patented by Kraft Foods. It's just as good for you as it is good... so easy to digest!

Overlaid the health giving properties of the original Kraft Velveeta are calcium, phosphorus and the other vital nutrients lost in the natural cheese making.

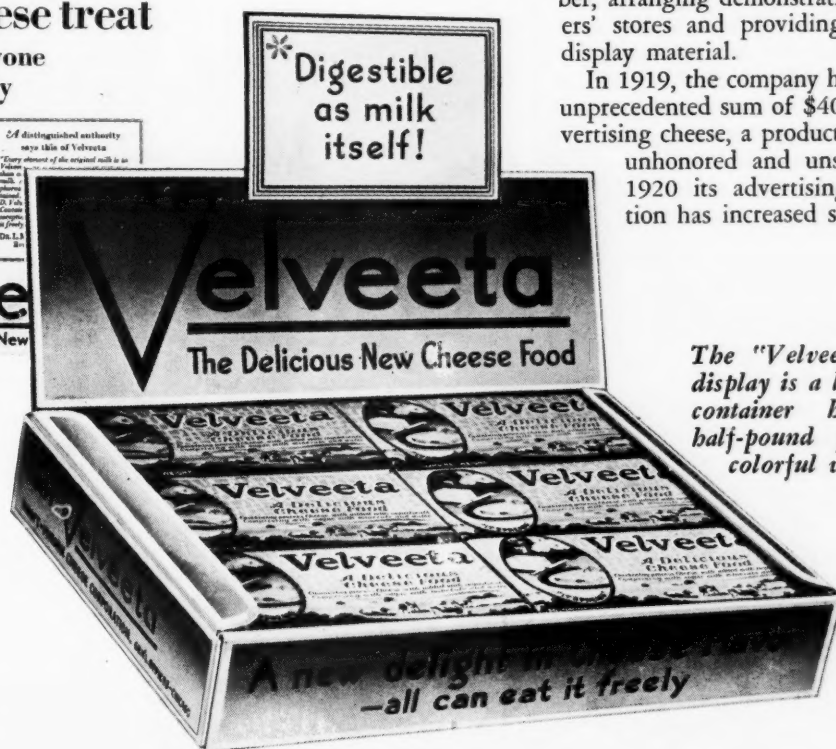
All the added benefits of these vital, health-giving qualities, coupled with perfect digestibility and taste, make Kraft Velvetta a cheese food for many uses.

Kraft Velvetta is a cheese food for many uses. It's a great addition to your meat and vegetable chaser. For slicing you're only to eat. It lends excitement to any recipe calling for cheese, because it blends so happily. The way it toasts brings life to your lunch.

Let a half pound package of Kraft Velvetta lead your market to today. Your groove has it.

KRAFT *Velve*
The Delicious New

The newspaper advertising campaign inaugurated on February 4 by the Kraft-Phenix Cheese Corporation for "Velveeta" is said to be the largest ever to appear in this country on a cheese product, and represents an increase of approximately 100 per cent over the 1929 appropriation for this item.



The "Velveeta" counter display is a lithographed container holding six half-pound packages in colorful wrappers.

Building Forecasts Show Seven to Nine Billion Dollars for 1930

S EVEN BILLION DOLLARS for normal building activity—and more than two billion more in possible engineering projects and public works as a result of the country's support of President Hoover's prosperity program—this is the prediction of C. Stanley Taylor, director of research of the National Trade Journals, Inc., in an annual forecast which has just been released. Detailed figures are given for all building classifications (nineteen) by sections for 1930; also a chart showing the building situation from 1917 to 1929, inclusive.

These predictions have been made annually by the *Architectural Forum** for the past eight years with an average accuracy it is stated of 93 per cent. Last year's predictions (1929) are about 11 per cent off because of the sharp decline in available mortgage money due to the financial upheaval during the last three months of the year. In several previous years, however, the estimates and the actual figures are said to have tallied within 4 per cent or 5 per cent. Hence we may assume with fair assurance that the 1930 predictions are proportionately accurate.

*Now a part of the National Trade Journals group.

The 1930 estimate is based partly on previous experience and partly on the following series of questions to banks, building and loan associations, title companies, insurance companies, etc., on the availability of cheap mortgage money and on their anticipations of next year's building volume:

(1) Have there been indications of easier mortgage money since the Wall Street readjustment?

(2) Do you anticipate easier mortgage conditions in 1930?

(3) Do you anticipate many applications for building and permanent mortgage loans in 1930?

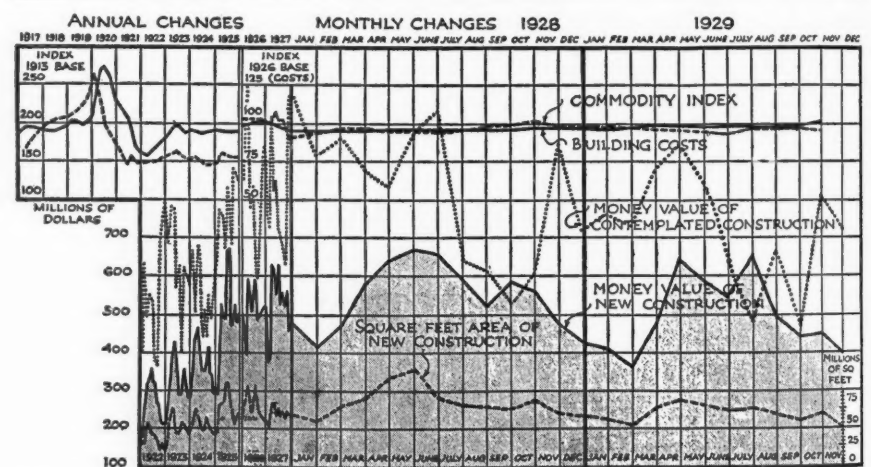
Answer: to these questions were, by and large, as follows:

(1) That there have already been signs of easier mortgage money since the Wall Street collapse.

(2) That it will take the early part of 1930 for adjustments to clear away the obstacles which are blocking the mortgage money channels.

(3) That we may with some confidence expect much easier mortgage money conditions in the second half of 1930.

(4) That there are a large number of building projects which will seek financing during 1930.



BUILDING TYPES	N. EASTERN STATES	N. ATLANTIC STATES	S. EASTERN STATES	S. WESTERN STATES	MIDDLE STATES	WESTERN STATES	U. S. A.
Automotive	\$23,361,800	\$47,580,500	\$6,519,000	\$18,978,900	\$56,575,900	\$16,859,200	\$169,875,300
Banks	37,806,100	31,602,800	2,029,500	10,688,700	48,515,300	7,281,600	137,924,000
Apartments	27,765,200	325,954,100	9,114,300	26,026,800	95,407,000	68,355,200	552,622,600
Apartment Hotels	2,980,700	65,050,600	8,466,500	24,571,300	73,156,300	36,367,000	210,592,400
Clubs, Fraternal, etc.	5,797,400	44,653,100	2,242,700	17,978,500	75,891,000	15,243,800	161,806,500
Community and Memorial	6,437,000	26,486,000	861,000	5,608,800	26,670,500	26,752,500	92,815,800
Churches	12,685,400	44,665,400	30,262,100	34,784,400	70,876,700	23,993,200	217,267,200
Dwellings (Below \$20,000)	24,751,700	33,968,500	10,245,900	11,676,800	41,323,900	15,846,500	137,813,300
Dwellings (\$20,000 to \$50,000)	11,877,700	44,362,000	8,269,700	9,983,500	45,628,900	15,571,800	135,693,600
Dwellings (Over \$50,000)	13,300,400	39,524,000	6,642,000	6,810,100	34,739,300	11,041,300	112,057,100
Hotels	13,919,500	78,941,400	31,910,300	76,711,000	87,649,800	104,468,000	393,600,000
Hospitals	33,488,800	161,523,600	11,500,500	46,649,800	94,025,300	24,190,000	371,378,000
Industrial	14,358,200	58,634,100	23,985,000	21,381,500	141,060,500	29,725,000	289,144,300
Office Buildings	56,662,000	250,788,800	1,107,000	41,922,500	255,930,200	72,426,500	678,837,000
Public Buildings	14,296,700	88,182,800	7,293,900	18,876,400	146,062,500	44,062,700	318,775,000
Schools	47,855,200	188,395,000	30,053,000	77,174,300	223,003,100	74,374,000	640,854,600
Stores	15,485,700	74,136,200	8,790,400	10,282,800	43,726,500	14,509,900	166,931,500
Theatres (All Types)	11,808,000	21,250,300	10,036,800	15,260,200	30,167,800	9,056,900	97,580,000
Welfare Y.M.C.A. etc.	29,151,000	59,749,300	5,817,900	8,581,300	34,517,900	5,510,400	143,327,800
TOTAL VALUE OF NEW BUILDINGS	\$403,788,500	\$1,685,448,500	\$215,147,500	\$483,947,600	\$1,624,928,400	\$615,635,500	\$5,028,896,000
New Construction Under Architect's Supervision							\$5,028,896,000
Buildings of All Types—Excluding Public Works and Utilities—Not Designed by Architects							1,972,000,000
(Estimated from Averages of Previous Years)							
TOTAL ESTIMATED CONSTRUCTION FOR 1930							\$7,000,896,000
(Exclusive of Public Works and Utilities)							

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Detailed forecast of new building construction for 1930.

[246]

Building activity in the United States since 1917. The various index lines are designated on the chart, which is developed from reports of the United States Department of Commerce, the F. W. Dodge Corporation and the Engineering News-Record.

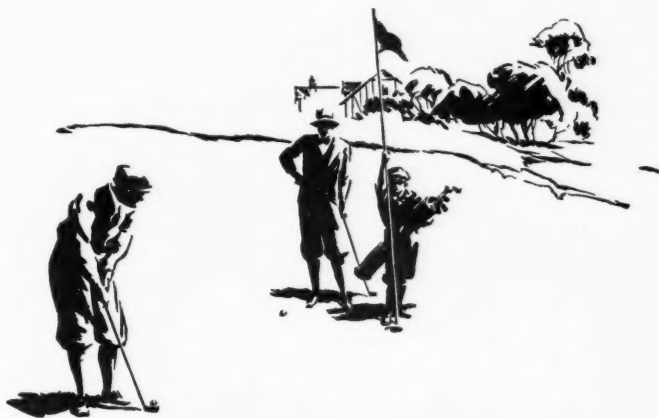
As a general summing up of the conclusions of this study we find:

(1) That the general demand for new building construction is approximately the same as it was at the beginning of 1929.

(2) That the trend toward a far greater supply of mortgage money is very definite.

(3) That the deliberate program of construction which is being started by the Government, states and municipalities will evidently assume very large proportions.

(Continued on page 269)



We call your customer "John"

...that's why you ought to know us

IF your customer lives within our territory we know him pretty well. Perhaps we went to school with him . . . perhaps we knew the girl he married. Certainly we know his business record. And we can introduce you to him.

Opportunity for intimate personal acquaintance with important men in New York State is one of the things you gain when you deposit a part of your company's funds in a Marine Midland bank.

More than two hundred executives in our seventeen member banks are able to bring you close to ninety per cent of the men-that-count in New York State. After all, this is a human world—you'll get along better with your customer or prospect if you meet him on a personal basis.

What the Marine Midland Group is

The Marine Midland comprises a group of 17 banks which have joined together for greater strength and for greater service to their 350,000 customers. The ownership of each of these 17 banks is controlled by Marine Midland Corporation which is a holding company, *not* an investment trust. Association with these banks enables us to draw upon the experience and resources of one of the strongest financial groups in America.

BANKS OF THE MARINE MIDLAND GROUP

Combined Resources over \$500,000,000

*These New York State Banks now offer
advantages of Marine Midland
Membership:*

ALBION.....Orleans County Trust Company
BINGHAMTON.....Peoples Trust Company
BUFFALO.....Marine Trust Company

CORTLAND.....Cortland Trust Company
EAST AURORA.....Bank of East Aurora
JAMESTOWN.....Union Trust Company
JOHNSON CITY.....Workers Trust Company
LACKAWANNA.....Lackawanna National Bank
LOCKPORT.....Niagara County National Bank & Trust Co.
NIAGARA FALLS.....Power City Bank

NIAGARA FALLS.....Niagara Falls Trust Company
NIAGARA FALLS.....Bank of La Salle
NORTH TONAWANDA.....State Trust Company
ROCHESTER.....Union Trust Company of Rochester
SNYDER.....Bank of Snyder
TONAWANDA.....First Trust Company
TROY.....Manufacturers National Bank of Troy

Low Priced Car Sales Not Affected by End of Year Slump

THE story of automobile sales in the United States during the last seven months of 1929 is told with startling vividness in the record of index numbers per price classes compiled below. Everyone knows how sharply volume contracted in the last two months. The news disclosed here is not compared with what happened in 1928; the contraction was mainly in medium and high-priced cars.

The table, arranged by geographical groupings, shows that the downward movement was by no means uniform. For the country at large, however, it appears sales of low-priced cars during the last nine months of 1929 were just about the same as in the corresponding period of 1928, whereas sales of medium and high-priced cars in these months fell off abruptly last year from the record established for 1928.

Retail Sales

New England Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	235	211	162	123	109	71	55
	1928	164	139	139	106	113	89	39
Medium "	1929	117	113	125	91	85	49	42
	1928	146	124	123	94	100	79	34
High "	1929	131	114	149	120	125	85	67
	1928	152	129	128	98	104	82	36

Middle Atlantic Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	204	222	175	123	114	76	59
	1928	142	147	141	109	107	84	67
Medium "	1929	108	119	122	94	86	49	42
	1928	128	133	128	99	97	76	61
High "	1929	128	123	131	122	130	75	59
	1928	141	147	141	109	107	83	67

East North Central Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	224	228	167	140	103	60	46
	1928	158	149	140	124	108	76	79
Medium "	1929	102	111	114	97	65	34	29
	1928	134	127	119	105	92	64	67
High "	1929	132	117	136	150	130	73	58
	1928	151	142	134	118	104	72	76

West North Central Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	174	207	196	143	117	69	54
	1928	132	136	147	129	120	78	49
Medium "	1929	78	93	101	75	63	35	30
	1928	112	115	124	109	101	66	42
High "	1929	158	165	176	149	157	91	72
	1928	166	172	185	162	151	99	62

South Atlantic Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	163	171	156	153	123	96	74
	1928	118	115	150	105	116	86	69
Medium "	1929	97	105	118	112	100	58	50
	1928	134	131	170	119	132	97	78
High "	1929	107	105	138	129	134	87	69
	1928	128	124	161	113	125	92	74

East South Central Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	154	188	158	153	255	204	158
	1928	117	108	111	118	152	161	61
Medium "	1929	90	91	101	95	176	131	113
	1928	131	121	125	133	170	180	68
High "	1929	91	74	72	81	173	112	89
	1928	95	87	90	96	123	130	50

West South Central Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	121	208	164	124	184	103	80
	1928	82	139	129	100	161	105	60
Medium "	1929	77	116	123	88	110	64	55
	1928	95	162	150	116	187	122	70
High "	1929	57	83	92	73	95	62	49
	1928	71	121	112	87	140	91	52

Mountain Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	207	186	187	151	133	89	69
	1928	147	124	144	117	113	83	44
Medium "	1929	140	121	142	110	92	53	46
	1928	178	147	174	141	137	101	53
High "	1929	105	87	101	90	106	54	42
	1928	131	108	129	104	101	74	39

Pacific Division

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	162	214	186	159	158	108	84
	1928	114	120	134	110	122	102	79
Medium "	1929	87	93	106	87	85	54	47
	1928	102	108	120	99	109	91	71
High "	1929	84	75	107	109	110	88	69
	1928	111	117	130	108	119	99	77

United States

	Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Low Priced Group	1929	167	189	156	125	120	78	61
	1928	123	124	122	99	110	87	61
Medium "	1929	125	137	146	117	104	60	52
	1928	151	159	177	147	134	85	66
High "	1929	137	129	149	142	143	88	72
	1928	130	129	131	150	158	103	86

Total United States

Year	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1929	157	176	153	124	117	75	59
1928	129	132	134	111	116	87	63

Significant News

(Continued from page 237)

who could not look forward to the future with complete confidence.

● ● ● "It is absolutely essential in maintaining the present standard of living that we sell luxuries, both because luxuries are the outstanding objectives in the standard of living and because labor in this country could only be employed a little more than half the time if necessities alone were manufactured."—From an address to the Retail Dry Goods Association this week by Andrew C. Pearson, president of the *Dry Goods Economist*.



Sh!!!

The Directors are in Conference

A FAMILY buying conference. An important purchase to be considered.

That he may attend the meeting by proxy—that he may influence a decision favorable to his product—the national advertiser seeks to know what newspaper the family prefers. Selling to the home, his purchase of newspaper space hinges on the question, "Is this a home paper?"

Daily circulation figures usually give the answer. Not in Boston. Here daily circulations don't help a bit. The bulk of the *evening* papers are bought in downtown Boston. Impossible to tell where they go . . . impossible to determine how many copies of any one paper actually reach the buyers' homes.

Readers of *morning* editions? You can't count them. Two Boston papers sell space on a combination basis. Their circulation figures are *combined* morning and evening totals.

You'll agree that Sunday papers are home papers, delivered to the front doorstep or purchased in the neighborhood—read leisurely—carefully—in the home, by the entire family.

Assuming then that there is no radical difference

in editorial content as between week day and Sunday, isn't it obvious that a paper which can hold its readers on Sunday, the home reading day, is a home paper *seven days a week*?

The Globe is the only Boston newspaper that holds its weekday audience intact over Sunday in the Trading Area. The other two papers (which with the Globe carry the bulk of the advertising in this trading area) lose on Sunday 20% and 53% respectively of their weekday readers. And no other Sunday paper picks up the loss!

On this basis the Globe would *seem* to be Boston's home paper. That it *is*, in fact, was long ago proved by Boston's department stores. The department store *must* reach the home. The department store buys space only on results proved in actual returns. Satisfied that the Globe is Boston's strongest home paper, the city's department stores use more space in the Globe, *daily and Sunday*, than in any other paper.

The whole interesting story is told in the booklet, "Reaching Buying Power in the Boston Market." Write for your free copy.

THE BOSTON GLOBE



A rush of business for the local dealer in Buster Brown shoes practically always follows the appearance of Buster Brown and Tige before an audience of school children.

Buster Brown Still Builds Sales Among Youngsters

BY JAMES M. MOSELY

WHEN the Brown Shoe Company, St. Louis, wishes to speed up sales for a local dealer in Buster Brown Shoes, it sends Buster Brown and Tige, for a personal appearance in a local auditorium under auspices of the dealer.

Although Buster and Tige, once beloved comic-paper characters, long since have disappeared from the newspaper, their popularity continues with the younger generation through the efforts of the Brown Shoe Company who travel two talented midgets accompanied by trained dogs about the country to put on the special Buster Brown entertainment. Bookings are made in advance through one section of the United States at a time.

Arrangements for the performance usually are made by the Brown salesman with the retailer, whose credit standing and total of purchases are checked up to be sure he is worthy of sales assistance. The dealer hires a theatre or auditorium at his own expense and distributes tickets and handbills to children of the neighborhood or town inviting them to attend the event on a given date after school. No admission is ever charged.

A generous supply of inexpensive

novelties is purchased in advance for distribution at the "show" by the dealer. Rubber balls, gliders, rattle bones, jack knives and many other items are available from the manufacturer's home office at cost.

The performers who enact the role of Buster Brown in costume are adept in handling their child audiences so that there is perfect quiet. They give an entertaining patter, have Tige bark at the proper moment and otherwise perform, and give a straight talk on Buster Brown Shoes. This is followed by a drill during which Buster asks questions of his juvenile audience and requests all who will pledge themselves to go to the store of the merchant host and buy Buster Brown Shoes in the future to raise their hands.

After the show, children line in single file to get souvenirs.

For variety, a film showing Buster Brown in amusing antics is exhibited.

The earnestness with which the boys and girls fulfill their promise to Buster to visit their dealer and to insist that

their fathers and mothers buy Buster Brown Shoes is surprising. A rush of business practically always follows the staging of the stunt.

In earlier days, the company actually trained boys of about fifteen to pose as Buster Brown and had them travel about, accompanied by their parents. These Buster Browns had to be replaced each two or three years as their voices changed and they outgrew the part. Continual training of new recruits was necessary and of course the traveling expense was considerable for three members of Buster's family. The present plan of traveling actor-midgets has saved expense and resulted in greater efficiency. The company has difficulty obtaining full-blooded Boston bulls as "Tiges" and is thinking of breeding its own in the future.

The plan has been in use for twenty-five years with excellent results. Boys and girls continue to get a thrill out of seeing and hearing Buster Brown and Tige in person. Sales increases tell the story.

WASHINGTON, IDAHO AND OREGON

U.S. Department of Agriculture

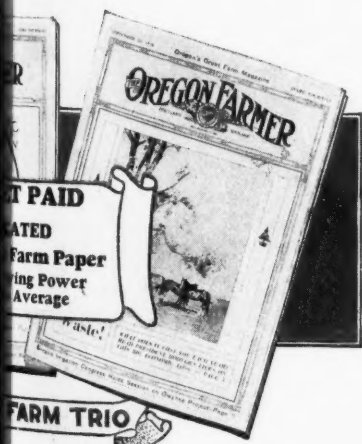
Pacific Northwest for 5-Year Period Far Above Nation's Average

Researches by government experts and exhaustive surveys made by The Pacific Northwest Farm Trio, indicate following to be fair estimates as to some of the items which the Pacific Northwest farmers' income is based on:

ESTIMATED EXPENDITURES OF WASHINGTON, IDAHO, OREGON FARMERS IN SOME LINES	
For Implements, Machinery and Tools...	\$ 43,121,000
For Wearing Apparel	68,583,000
For Food Products (Other than food grown on farm).....	104,748,000
For Soap and Cleaning Preparations.....	2,104,000

For a large number of items of merchandise, the Pacific Northwest farmer is a better prospect than the average wage earner or salaried worker in city and town. He gets more ready money than his urban cousin, besides being equally appreciative of the good things of life. In some lines, the Pacific Northwest farmers' purchases are in much larger quantities than the city man's; for example, Baking Powder, Flour, Canned Milk, Raisins, Apples, Syrup, Oatmeal, Fruit Jars, Overalls, Rubber Footwear, Rain Coats, Gasoline, Lubricating Oil and many other articles.

Farming in the Pacific Northwest is a big business—big to be dealt with at random from an editorial or with a continent between. That is why the Pacific Northwest farmer consults and acts on the information in his state farm weekly, The Washington Farmer, The Idaho Farmer, or The Oregon Farmer. These state farm weeklies reach and really influence 7 out of every 10 farm households in their states, their combined circulation of over 110,000 being 83% unduplicated by any other single farm paper or magazine.



These State Farm Weeklies Reach 7 Out of every 10 Farmers in Their States

Representatives
Boise, Wash.
Idaho
San Francisco
Chicago

Boise, Idaho
San Francisco



LIVE STOCK IS ANOTHER SOURCE OF WEALTH IN PACIFIC NORTHWEST—VALUE \$225,000,000.



PACIFIC NORTHWEST POULTRY PLANT—POULTRY ALONE ADDS \$58,000,000 TO BUYING POWER OF FARMERS IN THIS SECTION.



The Spokane Country—101,733 Urban Families
The Spokesman-Review and Spokane Chronicle
—Circulation 93,000 (86% unduplicated).

and Farm Market with Incomes Far above the Nation's Average

Sales Opportunities in the "Pint Size" Export Markets

UP in Iceland they are using Ohmer taximeters. The export manager of one of the leading garage equipment lines recently told a group of exporters that his company was amazed at the amount of business they had developed not only in Iceland but in other relatively small markets.

Every mickle makes a muckle. Yet not every sales or export manager realizes the value of cultivating the many small markets throughout the world, which lumped together amount to a sizable total.

They are especially important just now because so many comparatively small markets have suddenly awakened and gone modern.

Turkey is the most striking example. Nothing like that revolution has taken place since Peter the Great awoke Russia or Commodore Perry awakened Japan.

Turkey has separated State from religion; abolished the fez in favor of Truly Warners. The women have thrown away their veils; the harmless necessary dog is no longer a pariah. The Latin alphabet has displaced the

One of a series of articles

BY FRANKLIN
JOHNSTON

To subscribers to this magazine, the SALES MANAGEMENT Export Data Bureau will furnish, without charge, specific information about overseas markets. The facts are reliable and up-to-date. Due to the difficulty of compiling information of this kind, however, two or three weeks are required for answering most inquiries.

Arabic. The first 3,000 American typewriters have arrived. The Sick Man of Europe now has private secretaries, file clerks, telephones and is getting acquainted with overhead.

Even the voice of the jazz band is heard in the land. And human nature being what it is they are already bootlegging the old alphabet. (Certain teachers continue to instruct the forbidden Arabic.)

Persia is another market with new possibilities due to falling in line with progress. Overseas markets may be numbered, for convenience, as 129 in all. There really are more if you list every island. Yet many export discussions will center on a dozen or so, ignoring the others. Yet an exporter may actually build up as large a volume of trade in those outlying markets, where competition is less keen, as he does in the major markets which have become the battlefield of nations.

How many sales managers ever give Haiti a thought, yet I heard recently of one salesman who booked orders for thirty-two tons of hair pomade there.

Some of the good markets for women's full-fashioned silk hosiery in a recent month were—Finland, Curacao, Java, Egypt, Liberia and Mozambique. That's making the world safe for democracy. (Continued on page 271)

Turkey is one of the small markets which have suddenly gone modern. Truly Warners are taking the place of fezzes and Smyrna is now a busy seaport.


Photo by Ewing Galloway



THE NEW ORDER OF BUSINESS DEMANDS GREATER EFFICIENCY IN BUSINESS LITERATURE



THE new order of business—mergers, consolidations and other moves designed to lower sales and distributing costs — calls for greatly increased efficiency in the production of the literature of business **** Cognizant of this fact and foreseeing the trend of business, the W. B. Conkey Co. began to put its "house in order" some time ago. New construction was begun. New equipment was added. Key machines were re-located, semi-finished material was re-routed — everything was done that would in any way improve quality, speed up service and lower costs **** Today, this fifty-year old book manufacturing institution is in an enviable position to serve business **** It will pay business executives to investigate the facilities of this company for the production of hard-bound business



The mark of
good printing
since 1877



"Anticipating the trend of business requirements and capitalizing on its 50 years experience, the W. B. Conkey Co. has put itself in position to manufacture books quicker, cheaper and better. This is the demand of business today."

W. B. Conkey

Pres. W. B. Conkey Co.

literature—catalogs of any type, engineering data books, service manuals—books of every character, from a few pages to many thousands, in editions of any size **** The catalogs illustrated are typical of those produced by this company. Many have been Conkey-manufactured for over a quarter of a century****Any Conkey representative will be pleased to describe Conkey facilities.

W • B • CONKEY CO.

Printers, Binders and Book Manufacturers

HAMMOND, INDIANA

SALES OFFICES IN CHICAGO — NEW YORK

He Found a Million-Dollar Business at the Bottom of the Sea

BY RUEL McDANIEL

FOR a hundred years and more, Gulf Coast mariners have dodged and cursed the shallow, treacherous oyster shell reefs stretching along the Louisiana and Mississippi shore. These beds were worse than worthless. They were perilous to navigation. Through all these years, mariners were riding over and cursing beds of gold. That fact has been aptly proved by W. Horace Williams.

About five years ago, an idle remark started Mr. Williams thinking along a new and, at that time, a radical line. Then, as now, he was head of a large engineering and contracting firm in New Orleans. His work had brought him on occasions in contact with oyster shells as paving material. Because of their heavy lime content, these shells cement together as traffic packs them and they form an excellent substitute for concrete in road surfacing, and where concrete is to be used they make a reliable base. As a result, many miles of highways along the Gulf coast have been surfaced with material from the huge oyster shell beds at the bottom of the shallow Gulf waters comparatively near the shore.

Williams' Idea

But for years that was supposed to be the extent of the value of these great heaps of shells. Williams' idea changed all this. What started him thinking along the radical line which eventually developed into a business worth several million dollars was the fact that raw oyster shells were being taken off the hands of dealers and were being ground into feed for chickens.

Investigation proved that there was unmistakable merit in this feed, as unscientifically as it was being produced and marketed at that time. All oyster shells contain heavy content of calcium carbonate, a known element in the increase of egg production.

If these raw shells were good feed, Mr. Williams reasoned, possibly the great beds of shells would be even better if tried. These shells, he believed, not only contained all the calcium carbonate element found in the

raw shells but other valuable properties besides, since they were whole oysters buried and preserved at the bottom of the Gulf by periodical capers of current and sand.

Samples of these buried shells proved they were even more valuable in basic poultry food elements than Mr. Williams had guessed; and the final outcome of investigations led to the formation of the Gulf Crushing Company and the leasing of several hundred miles of Gulf waters under which are known to lie valuable oyster shell deposits.

Today, the company has invested about one million dollars in the novel business. The return makes that investment a highly profitable one. W. Horace Williams has literally dug a million-dollar business out of the sea.

The Gulf Crushing Company has distribution of its Reef Brand poultry feed in every state in the United States and in more than a dozen foreign countries. Yet it has never employed a salesman.

Magazine advertising, plus a definite routine of selection of prospects and consistent direct-mail follow-up, put over the product and is increasing its sale at a consistent rate.

It was two years after the perfection of the system used by the company to dredge shells and turn them into egg-producing feed that the firm concluded it had established a proper basis upon which to launch an advertising campaign. The first advertising, outside of scattered local space, started in 1927, with an appropriation of only \$10,000.

"At that time," explained Roland A. Thomas, secretary-treasurer of the Gulf Crushing Company, "we felt that we had a commendable product—knew we had, in fact; but our distribution was scattered. It was quite a proposition to find an advertising medium that would serve us without a lot of waste circulation. We needed, most of all, distributors throughout the country, and through them, dealers; but we realized that we were confronted with a real problem to induce jobbers and dealers to take on our product without it being known in

their territories, especially since we did not contemplate sending salesmen out to present our feed for us.

"We began advertising by using some newspapers in territories where we had distribution, a few sectional poultry magazines which represented the least wastage in circulation and by the insertion of one or two advertisements in national poultry journals. The latter primarily was to show jobbers and dealers that we could create

(Continued on page 272)



The great oyster reefs on the Gulf Coast had been regarded only as a peril to navigation, until W. Horace Williams conceived the idea of grinding the shells and selling them for chicken feed. The business has been developed largely by periodical advertising and direct mail.

Campbell Will Launch First National Newspaper Campaign

Campbell Soup Company, Camden, New Jersey, outstanding magazine advertiser and now spending \$2,000,000 annually in this medium, is planning to launch its first national newspaper campaign to cost more than \$1,000,000. Increased production with the opening of the new Chicago plant is a factor.

The first campaign will consist of 750 line advertisements running for seventeen weeks in papers located in cities of 100,000 or more population. This will be preceded by a campaign to the retail trade. As soon as this work is completed advertisements will appear. The copy story will be the exclusive flavor of the company's twenty-one brands of soup. Each advertisement will carry a bold display line—"21 delicious soups by Campbell's famous chefs," and will suggest that "it's so convenient for you to get six cans at a time."

Recent investigation by the company revealed that housewives generally restrict purchases to three or four varieties. The purpose of the newspaper advertising is to raise the average purchase from the usual three to six cans. It is also hoped that the campaign will encourage grocers to carry the complete Campbell line.

"We have achieved a distribution for certain of our soups that is truly national," an executive of the company stated. "We are told that this distribution exceeds that of any other trade-marked article in any type of store giving in every locality as nearly a complete coverage of each market as any product has. In other words, any consumer who wants our soups can buy them at the nearest store."

"Our business outlook is splendid. We believe that we have but scratched the surface. Our magazine advertising has a circulation of forty million a month but we need a second major media to further increase sales. This has culminated in our decision to use newspapers."

"In the past we have used newspaper campaigns locally. These were preliminary to our present campaigns. Everyone is vitally interested not only for this season's results but for all the future. Will newspaper advertising sell our soups in sufficient quantities so that the increase in business will justify the expenditure? Newspaper advertising will be a definite and increasing part of our budget if these first results are satisfactory."

In addition the company is featuring

its Philadelphia Pepper Pot soup in certain localities, utilizing the Colonial advertisements which were originally used in the newspapers two years ago. F. Wallis Armstrong Company, Philadelphia, is the agency in charge.



Vernon W. Collamore

Collamore Heads Radiola Sales; New Low Prices

Vernon W. Collamore, for ten years general sales manager of the Atwater Kent Manufacturing Company, has been made manager of the Radiola division of the RCA-Victor Company, Inc. He succeeds E. A. Nicholas, who has resigned to organize a distributing company to handle the Radiola line.

F. E. Basler is now general sales manager of Atwater Kent.

RCA-Victor Company has just made sharp reductions in the price of three of its radio models—Radiola 47, radio-phonograph combination, from \$275 to \$195; Radiola 64, from \$550 to \$193.50; and Radiola 66, from \$225 to \$175.

J. M. Tucker, formerly with the Oliver Farm Equipment Company, has been appointed sales manager in charge of sales and advertising of the Centaur Tractor Corporation, Greenwich, Ohio.

Propper and McCallum Hosiery Firms Merge; to Sell Full Line

Propper Silk Hosiery Mills, Inc., New York, has acquired McCallum Hosiery Company, there, the new organization being known as Propper-McCallum Hosiery Company, Inc.

The Propper line will be broadened to include hosiery for men and children as well as for women, on which it has heretofore concentrated. The McCallum trade-mark will be retained along with the Propper blue-edge mark, and, in addition, a new brand, under the joint name, may be introduced, Leo Propper, president, told SALES MANAGEMENT.

The advertising schedule will not be definitely determined until the end of this month.

Present officers of Propper—Leo Propper, president; Samuel Kahn, vice-president and treasurer; and Bernard Kahn, secretary—will continue with the merged concern in their present capacities. George B. McCallum will become chairman of the board.

The McCallum plant at Northampton, Massachusetts, will be continued; its showrooms in New York will be consolidated with those of Propper.

John D. Boyle, Inc., the Propper agency, will also handle McCallum at the termination of its present contract.

Fitz Randolph Heads Penney Advertising

John A. Fitz Randolph, until recently general manager of the Melville Shoe Corporation, has become advertising manager of the J. C. Penney Company, New York, in charge of all general operations for the Penney chain of 1,400 stores, including personnel, advertising, distribution, merchandising and costs.

Mr. Fitz Randolph will supervise the Penney campaign in 2,000 local newspapers—the largest advertising program of any department store organization.

Fleet Aircraft Abolishes Exclusive Dealerships

Fleet Aircraft, Inc., Buffalo, has eliminated closed territories, and is now offering non-exclusive dealership, R. W. Fulton, sales manager, announced this week.

Under the new policy each dealer will be obligated to take a minimum of three planes in order to get a discount of 25 per cent.

General Cigar Doubles Wm. Penn Program; Employs City Papers

In a \$1,500,000 campaign, which has just been inaugurated in city newspapers, General Cigar Company, Inc., New York, is attempting to build up a sale of 500,000,000 for its William Penn cigars this year—100,000,000 more than the mark in 1929, the highest record any cigar has yet achieved. A supplementary campaign will start in two-page advertisements in color in the February 15 issue of the *Saturday Evening Post*.

Forty-five of the ninety newspapers already scheduled are in cities of more than 100,000 population and about half the total newspaper expenditure will be made in the New York metropolitan area. The list will be added to as the campaign progresses.

One dealer tie-up will be a clock to emphasize the slogan, "One Million William Penns Smoked Every Twenty-four Hours"—even though this number has already been exceeded considerably.

In the periodical campaign will appear photographs showing how the cigar is manufactured in a model factory at Kingston, Pennsylvania. It will emphasize that the entire operation of rolling, trimming, tipping and sealing is done automatically without being touched by hand.

Additional promotion efforts are being made also on the company's Robert Burns, White Owl and Van Dyck brands.

Langenberg Manufacturing Promotes Five Officers

Everett G. Langenberg, formerly vice-president, has been elected president of the Langenberg Manufacturing Company, heating systems, St. Louis, to succeed George F. Langenberg, who has relinquished active management and is now chairman of the board.

John J. Walsh has been promoted from secretary to vice-president and George L. Kleeber, treasurer, is now also secretary. A. L. Walters directs sales and engineering.

Crosley Names Woodford

R. H. Woodford has been appointed general sales manager of the Crosley Radio Corporation, to succeed Neal E. Newman, resigned. For the past five years Mr. Woodford has been general sales manager of the Stewart-Warner Company's radio division. He has also been sales manager of the Wahl-Eversharp Company and has been connected with the American Piano Company and the Columbia Graphophone Company.



Irving K. Fearn

Fearn Will Supervise French Battery Sales

Irving K. Fearn has joined the French Battery Company, Chicago, as assistant to the president. He will be connected with the sales activities of the company.

For the last eighteen months, Mr. Fearn has been sales manager of the Ken-Rad Corporation, radio tube company of Owensboro, Kentucky.

Newspaper Advertising Group Incorporates

The Newspaper Advertising Executives' Association, formerly the International Association of Newspaper Advertising Executives, has been incorporated under the laws of Illinois. Leslie M. Barton, of the *Chicago Daily News*, is president and Irving C. Buntman, *Milwaukee Herald*, secretary and treasurer.

The next annual meeting of the association will be held in Washington, May 18-21.

Bell & Howell Launches New Portable Talkie

Project-O-Phone, portable equipment for the presentation of sound movies, will be placed on the market this month by Bell & Howell Company, Chicago, and promoted in a campaign in business and educational papers. Later, when a sound library has been developed and the Project-O-Phone extended to home use, general publications will be added.

Richfield Oil Extends Its Eastern Invasion; More Competition

The competition for control of the Eastern market, accentuated last summer by the invasion of Shell Union, Richfield and Continental Oil companies into the sacred precincts of Standard Oil companies of New York and New Jersey, promises to become even more intense this year.

Richfield, Los Angeles, has appointed Doremus & Company to handle the advertising of its product on the Atlantic seaboard and has started a campaign in newspapers from New England to Washington, where it now has nearly 3,000 dealers. Further expansion, southward, will come later. It is reported that the Standard Oil Company of California will acquire the retail outlets of the Sinclair Consolidated Corporation and become another important contender.

Kresge Plans to Open 75 Stores This Year

Seventy-five stores will be added in the United States and Canada in 1930 by S. S. Kresge Company, C. V. Van Dusen, president, announced this week in making public his annual report, which showed an increase of about \$9,000,000 in sales, seventy-two in units and a drop of about \$1,300,000 in net profits.

The sales volume for 1928 was \$156,327,735, Mr. Van Dusen said; net profits \$14,952,211.16. The company now has 597 stores—406 (Red Front) in five-ten-twenty-five-cent fields, and 172 (Green Front) selling merchandise at twenty-five cents to one dollar. There are, in addition, nineteen stores in Canada, where Kresge made its entrance last year.

Maine Advertising Soon

The Maine Development Association will start a three months' advertising campaign beginning the middle of March, in newspapers and magazines, to advertise the resources and attractions of the state. The appropriation is \$27,500; the agency, H. K. McCann Company, of New York, with Hugh Mitchell, of McCann, in charge.

Van Sant Agency Changes

Green & Van Sant Company, Baltimore, has changed its name to Van Sant, Dugdale & Corner, Inc. Wilbur Van Sant is president, H. K. Dugdale, vice-president and treasurer, and Henry E. Corner, vice-president and secretary.

C. N. Mullican Company, Louisville agency, is now located in the Realty Building there.

Banister Shoe Resumes Consumer Advertising

After a lapse of a year and a half from consumer advertising, James A. Banister Company, Newark, is making plans for the most extensive newspaper and magazine campaign in eighty-four years, which will start next month.

Business papers also are being used. The newspaper campaign will be primarily cooperative with dealers.

The Banister company will announce reduction from \$15.50 to \$12.50 in one of its lines. Although the lines at \$13.50 to \$25 will be continued, the new advertising will emphasize the \$12.50 product.

John D. Boyle, Inc., New York, is in charge.

Rainbow Products Seek New Markets

Gross volume of sales on neon tubes and equipment manufactured by the subsidiaries and licensees of Rainbow Luminous Products, Inc., in 1929 was approximately \$5,500,000—nearly double the volume of 1928—the company announces in its first annual report.

Rainbow Luminous Products has made sales agreements with outdoor advertising companies and sales and service facilities are now available in sixty cities throughout the country, Raymond R. Machlett, president, pointed out.

U. S. Steel Organizes New Columbia Company

The Columbia Steel Company will be organized soon by the United States Steel Corporation to take over the business of the former Columbia Steel Corporation. A. T. DeForest will be president. Mr. DeForest is now vice-president of United States Steel Products Company, San Francisco. Other officers will be L. F. Raims, vice-president in charge of operations; W. A. Ross, vice-president and treasurer, and H. F. Wilson, secretary and auditor.

Issue College Annual Book

The College Annual Producers of the United States, a department of the United Typothetae of America, Washington, will soon publish a manual entitled, "Annual Affairs," to meet the problems of makers of college year books.

Joseph E. Moorhead, sales promotion manager of the Continental Oil Company, has moved his office from Denver to Ponca City, Oklahoma.

REACHING THE BUYER IS HALF THE SALE



THEY NEVER GET MONOTONOUS

Major Products Advertised on Criterion Boards

Cleveland Plain Dealer
Cloverbloom Butter
Borden's Evaporated & Condensed Milk
Ipana Tooth Paste
Carnation Milk
Coca-Cola
Hecker's Flour
Red Cross Plasters
Johnson & Johnson
Baby Powder
Sapolio
Camel Cigarettes
Reckitt's Blue
Green River
Snowdrift
Schlitz Malt Syrup
Ward's Bread and Cakes
CN Disinfectant
Wrigley's Gum
Werko Washing Powder
Mavis
Tolley's Cake
Majestic Radio
Old Master Coffee
Mail Pouch Tobacco
Dayton Tires
Mohawk Tires
Grape-Ola
St. Louis Globe-Democrat
Diamond Crystal Salt
Kinney Shoes
H. J. Heinz Products
Citrus Washing Powder and Soaps
Old Witch Ammonia
Victor Radio

CRITERION (3-sheet) Service includes monthly change of posters. The appeal of these neighborhood reminders is always fresh, to a continuous local circulation.

The posters never become merely a part of familiar scenery, yet each appears long enough to impress at least one selling message on every buyer living nearby.

No. 16 of a series, inviting attention to twenty unique features of Criterion National Neighborhood Posting. Criterion Service, Graybar Building, New York City.

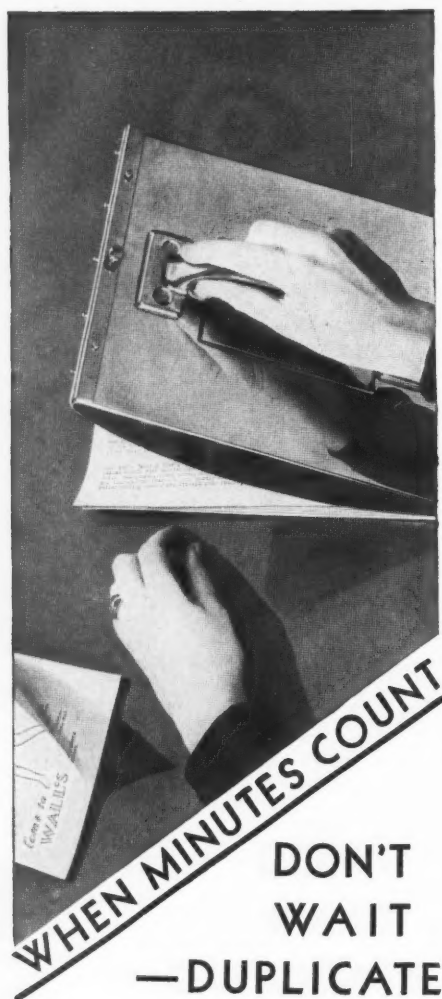
CRITERION SERVICE

The Original and Only Uniform National Service of 3-sheet Neighborhood Posting

CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY
Please send us the portfolio advertised in Sales Management.



Company Name.....
Address.....
Attention of..... Title.....



Typewrite, write or trace on an Instant Duplicator Stencil... slip it on the machine and you are ready, immediately, to roll off thousands of clear, clean, sparkling-sharp copies... right in your own office.

The Instant Duplicator is a modern machine designed for this fast-moving age. Flexible—the Instant adapts itself to countless everyday printing requirements... bulletins, sales letters, menus, lesson papers, maps, charts, labels, post-cards, advertising folders, price lists, etc.

Printing costs are cut to a mere fraction. Days of preparation dwindle to minutes. Ideas, hot from your pen, strike at the psychological moment. Last-minute opportunities are cashed in, not wasted, because the Instant is always ready for the emergency.

Don't wait—DUPLICATE. See the four models ranging in price from \$7.50 to \$30.00 at your stationery or office supply dealer's, or write for further information.

INSTANT DUPLICATOR

SAFE-GUARD CHECK WRITER CORP.

Lansdale

Pennsylvania

Celotex 1930 Program to Cost \$1,000,000; Push Home Uses

The Celotex Company, Chicago, has appropriated \$1,000,000 for advertising in magazines, agricultural and business papers in 1930—an increase of 50 per cent, B. G. Dahlberg, president, told SALES MANAGEMENT this week.

"A survey of our advertising campaigns in the last eight years," Mr. Dahlberg said, indicate that "nine of every ten consumers want insulated homes; that eight of every ten are willing to pay \$25 a room more to obtain the advantages of insulation; and of all insulating materials named in replies, Celotex scored a victory over the nearest competitors by seven votes to one."

A major part of the company's promotion efforts this year, Mr. Dahlberg explained, will be devoted to domestic applications. Commercial uses, however, are also being stressed. "Ninety-one per cent of all the railroad refrigeration cars in the United States last year," he pointed out, "were insulated with Celotex. Thirty-six refrigerator manufacturers insulate their boxes with our product. The company is now selling in eighty-two countries—326 field men being employed to contact with dealers."

Burnett Assists Taylor with General Foods

Verne Burnett, for six years executive secretary of the advertising committee of General Motors Corporation, has joined General Foods Corporation, New York, as assistant to E. E. Taylor, executive vice-president.

Mr. Burnett is a former vice-president and chairman of the newspaper committee of the Association of National Advertisers.

Maddux Heads T. A. T.

C. M. Keys, president of the Transcontinental Air Transport since its organization two years ago, has retired from the presidency to take the place of chairman of the board of directors of the Transcontinental Air Transport-Maddux Air Lines. He is succeeded by J. L. Maddux, founder of the Maddux system. Daniel M. Sheaffer has been appointed to the T. A. T. executive committee.

Jones Leaves Erwin, Wasey

J. Wiley Jones, formerly an account executive with Erwin, Wasey & Company, New York, has resigned to devote his time to the Old Homestead Company, makers of marmalades and jellies, in which company he has a controlling interest. He will make his headquarters at Rochester.

Colored Phones Make Their Debut Soon

Phones to harmonize with your color scheme in home, office and costume will probably be introduced soon on an extensive scale by the American Telephone & Telegraph Company, if experiments now being made are successful.

Batteries of switchboard operators already are wearing head phones in red or brown to harmonize with their uniforms. Instruments of grey, silver, bronze and cream have been perfected and more brilliant colors may come later.

The company is also working on more artistic designs for phones.

Del Monte Introduces New Line of Coffee on National Scale

California Packing Corporation, San Francisco, Del Monte products, is introducing packaged coffee this month in a campaign in magazines, newspapers, car cards and other media, which will be one of the most extensive on a single product the corporation has yet undertaken.

Although the corporation has distributed packaged coffee for some time, a recent trade-mark decision has enabled it for the first time to use its name on it.

The coffee roasters are at present located in Brooklyn, although it is probable that additional ovens will be installed in different parts of the country. Introductory price for the coffee was thirty-nine cents.

Until now Del Monte has concentrated its marketing efforts on fruits and vegetables, of which it has more than 100 varieties.

Advertising of the new coffee will be confined to principal local media in New York, Chicago, Philadelphia and Detroit, using this as a basis for studying further exploitation. Leading magazines will be used later for national appeal.

The company has not as yet determined on an appropriation for advertising the new coffee.

Heads Curran-Joyce Sales

Paul R. Fiedler, of Lawrence, Massachusetts, has bought an interest in the Curran & Joyce Company, beverage manufacturers, and has assumed charge of sales and advertising. He was formerly owner of the Black-Iron Stove Polish Company.

Gossip

DWIGHT L. MOODY, formerly sales counselor with the H. K. McCann Company, New York, and at one time division sales manager of the California Packing Corporation, has joined the Adsealit Corporation headquarters staff at New York. . . . EMERSON W. BREWER is now with Street & Finney, Inc., New York agency. He was sales promotion manager of Remington-Rand portable typewriter division and at one time was advertising manager for the Lamson Company, Syracuse. . . . R. E. MORGAN, for the past three years assistant to the publisher and national advertising manager of the *Seattle Times*, is now secretary-treasurer of Arnold-Morgan Advertising, Inc., formerly Claude Arnold Advertising Agency, Seattle. . . . V. REGES LYNCH, for several years vice-president and secretary of the Manz Corporation, Chicago, has been made executive vice-president and general manager, succeeding the late FRANK J. BERSBACH. . . . HERBERT PORTER, advertising director of the *Atlanta Constitution*, has been elected to the board of the Constitution Publishing Company. . . . DONALD ASHRON, Western advertising agent for the Great Northern Railway, has established offices in the Great Northern Building, Seattle. . . . A. J. MCGLOSSON, formerly assistant director of the University of Wisconsin's department of dormitories and commons, has joined the staff of Dyer-Enzinger Company, Inc., Milwaukee, as auditor and office manager. . . . MALCOLM E. WOOLLEY, editor of *Hotel World*, Chicago, will resign April 1 to become manager of the Hotel Mayflower, Akron. J. O. DAHL, merchandising manager of the company, becomes editor of *Hotel World*; ELLMORE A. HAMMESFAHR, assistant editor, and G. A. AHRENS, business manager. . . . HARRY J. BIRTLEY, for several years with the Continental Appraisal Company and the Consolidated Appraisal Company, New York, recently joined the advertising staff there of the *Christian Science Monitor*. . . . M. W. SEYMOUR is now with the New York office as sales engineer of the Roller-Smith Company. . . . FRANK MCANENY, formerly of *Jewelers' Circular*, and EUGENE BAY, formerly of the Butterick Publishing Company, have joined the New York staff of the *Retail Ledger*, Philadelphia, with its affiliated publication, *Home Ware*. . . . RUSSELL K. CARTER, for the past four years with the Charles C. Green Advertising Agency, has been appointed manager of the Philadelphia branch. . . . DONALD MASON, who has been with Calkins & Holden, Inc., and previously with General Motors, Detroit, and with the J. Walter Thompson Company, is now with Cowan & Dengler, Inc., New York. . . . A. E. HAWES, formerly with Critchfield & Company, the Roche Advertising Company and for some time head of his own advertising agency, has joined Gale & Pietsch, Inc., at Chicago. . . . JULES A. SCHWERTZ, until recently account executive with the Farrar Advertising Company, Pittsburgh, and previously with Halsey, Stuart & Company, Chicago and New York investment house, has established his own advertising counsel offices in the First National Bank Building, Pittsburgh.

New England's Second Largest Market

A Good Start for 1930

The Providence Journal-The Evening Bulletin started 1930 with the greatest circulation in their history, the average net paid for December being

128,933

The Providence Sunday Journal's net paid circulation for December was

86,991

These great newspapers have a greater net paid circulation than all the other dailies in the state combined—yet they have never given a premium to a single subscriber. They are good newspapers. They are also good advertising mediums.

Member Audit Bureau of Circulations.

Providence Journal Company

Providence, R. I.

Representatives:

CHAS. H. EDDY COMPANY
Boston • New York • Chicago

R. J. BIDWELL COMPANY
Los Angeles • San Francisco • Seattle



who respond to a Premium Inducement Consumers

When a trade-marked product is of a nature that calls for small, but frequent, individual sales, an exceedingly modest premium allowance per package will create and maintain a large consumer's demand. Such products as coffee, tea, flour, cereals, bottle goods, soaps, canned goods, etc., profit largely from this form of advertising.

(Ask for Booklet No. 1)

Sales People

Premium coupons placed in cases of such products, for the benefit of those who sell the goods, will cause the latter to "get behind" such brands.

A word of recommendation from the dealer or clerk has a great influence with the customer. A Clerk's case Premium Coupon will create active interest on the part of those meeting the consumer.

(Ask for Booklet No. 3)

Our clients carry no premium stocks and pay only for premiums delivered to their customers. We sell at wholesale prices.

Among nationally known companies served by us, some of them for more than 20 years, are:

Lever Brothers Company, J. B. Williams Company, McCormick & Company, Union Supply Co. (U. S. Steel Corp.), International Magazine Co. (Hearst Publications), etc.

When writing, please state nature of business.

The Premium Service Co., Inc.

E. W. PORTER, President

7 West 18th St. New York City

Electrolux Makes 1,200-Unit Sale; to Stress Color

With the recent sale of 1,200 refrigerators to Henry Mandel Company, building concern, for its new London Terrace apartment development in Chelsea section of New York City—said to be the largest refrigerator contract ever signed—by the Consolidated Gas Company there, Electrolux Sales, Inc., is speeding up the 1930 sales and advertising program for its gas refrigerator.

As announced in SALES MANAGEMENT several weeks ago, \$1,000,000—60 per cent in newspapers—will be spent in advertising this year. Domestic installations will be given the most emphasis, although a commercial program will follow.

Color will be featured. White continues as standard, but a "kitchenette" model in blue, a "hostess" model in silver-gray and a "chef" model in crystal green will also be promoted. A small refrigerator, introduced some time ago for use under a gas range, is being mentioned in the advertising.

Cunningham Names Brown as Marketing Executive

H. C. Brown has been appointed assistant sales manager of E. T. Cunningham, Inc., radio tube company, New York. He has been in the electrical industry for eighteen years, more recently as secretary of the National Electrical Contractors' Association, now the Association of Electricians, International.

Arthur J. McGettrick has become resident manager for Cunningham at Washington, D. C.

G. M. C. Introduces \$475 Car in Germany

General Motors Corporation, through its Opel Motor Works, launched this week a sales campaign in Central Europe along American merchandising lines. The Opel Works are now concentrating on six- and four-cylinder models—among the latter a small car to sell at \$475 at the factory, which will give General Motors a price advantage over Ford and Citroen, the leading small car manufacturers in Europe.

Fred A. Powdrell, formerly treasurer of the W. T. Grant Company, has been elected a director and chairman of the executive committee of the McLellan Stores Company, New York.

Yucatan Farmers Plan Twine Campaign Here

The farmers of Yucatan, Mexico, will make a direct appeal to the farmers of the United States in an advertising campaign to start soon in national and sectional farm and other publications, under the auspices of the Cooperative Sisal Growers of Yucatan, Albert Montes, president, announced this week.

The campaign will emphasize the advantages of binder twine made of Yucatan sisal, and will be run chiefly in the grain producing areas of the United States and Canada, said to be the largest market in the world for this product.

N. W. Ayer & Son are handling the account.

Display Tests Lift Eveready Sales

Better display of Eveready Flashlights on dealers' counters increased sales 38 per cent, the National Carbon Company, Inc., New York City, found in an experiment conducted in twenty stores in Connecticut, Pennsylvania and upstate New York, according to Phil C. Pfenning, in charge of display for the company.

After first checking sales where no display was being used, counterpieces were placed in conspicuous places, near cash registers or where customers waited for packages to be wrapped. Sales increased on an average of 14 per cent. Several dealers removed displays after this check and found that sales continued at a 13 per cent increase. Dealers who continued the display had sales increases of 38 per cent over the period when no display was used.

Pathe Will Operate Industrial Theatre

As a feature of the American Fair, national merchandising exposition, to be held at Atlantic City Auditorium next July 17-August 27, Pathe Exchange will operate an industrial motion picture theatre, which will "portray America at work"—showing the American consumer how the commodities he uses are made and how they can most effectively be used.

A number of leading national advertisers will participate in the exposition itself, which will be held in the main auditorium chamber.

Woolworth Sales Reach \$303,047,172; to Add Fifty-Two Stores

Total sales of F. W. Woolworth Company last year were \$303,047,172—an increase of \$15,728,452, or 5.47 per cent over those of 1928, H. T. Parson, president, announced this week. The company's first national advertising program last year is credited with an important role in the expansion.

As a result of the cost of the campaign and of special sales to tie in with it, however, the company's profits were slightly smaller than the previous year. This cost has been charged against good will and Mr. Parson expects its effects to be cumulative. No further advertising is contemplated at this time.

Woolworth now has 1,825 stores, with an increase of 100 during the year. Present plans call for the opening of fifty-two more stores in the United States. The English company will also open that number. At the present time this division is operating 375 stores; Woolworth has forty-seven stores in Germany.

Schulte-United-Miller to Add New Stores

Schulte-United and Miller's, Inc.—comprising the Schulte-United Five Cents to One Dollar Stores, and the Miller specialty and ready-to-wear group—will add new branches soon at Steubenville and Portsmouth, Ohio; Holyoke, Massachusetts; St. Joseph, Missouri, and Amarillo, Texas.

By March of this year Schulte-United and Miller's will have in operation about 110 units, extending from coast to coast. Newspaper advertising is being employed on a larger scale. The company also plans expansion in the fashion field.

Daily Ford Production Reaches 6,200 Cars

Daily production of the Model A cars of the Ford Motor Company was increased this week from 5,500 to 6,200. The new schedule will involve the employment of 90 per cent of the approximately 100,000 employees on a full-time basis, five days a week.

On the 6,200 daily basis, Ford would produce, in the eleven months remaining this year, about 1,500,000 cars. To reach its anticipated mark of 2,000,000, a daily production of more than 7,000 would be necessary.

Make 1930 a Record Year for Sales

K EEN competition and general business conditions make it necessary for executives to examine closely sales and distribution methods and costs. Prompt deliveries are a powerful aid to increased sales. You are prepared to give customers this service when you maintain stocks of your goods in efficient warehouses in key cities. The selected warehouses listed below are at your service.

ATLANTA Security Warehouse Co.

BIRMINGHAM . . . Goodman Transfer & Warehouse Co.

BOSTON Quincy Market Cold Stge. Whse. Co.

CHICAGO Crooks Terminal Warehouses

CLEVELAND Cleveland Storage Co.

DALLAS Interstate Fireproof Stge. & Trfr. Co.

DENVER Kennicott-Patterson Whse. Corp.

DETROIT Great Lakes Terminal Whse. Co.

HOUSTON Houston Central Warehouse Co.

KANSAS CITY . . . Crooks Terminal Warehouses

LOS ANGELES . . . Metropolitan Warehouse Co.

MINNEAPOLIS . . . Security Warehouse Co.

NEW ORLEANS . . Dietrich & Wiltz, Inc.

PHILADELPHIA . . Bailey Warehouses

SAN FRANCISCO . . Overland Freight Transfer Co.

TOLEDO Great Lakes Terminal Whse. Co.

WICHITA Brokers Office & Warehouse Co.

Write our Chicago, New York or Kansas City offices, without obligation, regarding plans to save you money in connection with your distribution.

CROOKS TERMINAL WAREHOUSES

CHICAGO
417-437 West Harrison
Street

NEW YORK
Transportation
Building

KANSAS CITY
1100-1108 Union
Avenue

Liberal Loans on Staple Commodities

Editorials

HUGE SPECULATIVE GAINS IN 1928: Preliminary statistics of income for 1928 compiled from returns filed up to August 31, 1929, give us a clear picture of business in a year reputed to have been characterized by wonderful prosperity and abnormal speculative fervor. Looking only at the gross income of individuals reported, \$28,499,000,000—more than two and a quarter billion above that of 1927—the evidence seems conclusive. When we analyze the record, however, we see that fully four-fifths of the gain came from dealings in securities, the profits from which amounted to four and three-quarter billion dollars. Income from ordinary business activities yielded only five times as much and increased less than 2 per cent over 1927. The striking facts are best brought out by segregating sources of income by groups:

Ordinary income showing changes over 1927 by actual amounts and by percentages:

	1928	Changes over 1927	
Wages and salaries	\$10,263,000,000	+\$45,000,000	0.44
Business	3,289,000,000	+ 2,000,000	0.06
Partnerships	1,940,000,000	+185,000,000	10.54
Rents and royalties	1,275,000,000	— 27,000,000	2.07
Interest	2,102,000,000	+ 28,000,000	1.30
Dividends	4,403,000,000	+148,000,000	3.48
Fiduciary	441,000,000	+ 20,000,000	4.75
	\$23,713,000,000	+401,000,000	1.72

Speculative profits (1) from securities, including real estate, other than "capital gains," and (2) capital gains from assets held more than two years:

Security profits	\$2,943,000,000	+\$1,130,000,000	62.33
Capital gains	1,843,000,000	+ 762,000,000	70.50
	\$4,786,000,000	+\$1,892,000,000	65.38

The fact that net incomes below \$10,000 decreased in number and amount—2.1 and 1.7 per cent, respectively—while all other income classes went up in number and amount indicates that relatively few individuals were involved in security speculation, the increases being confined to 9 per cent of the 4,050,959 returns and half the amount of the incomes reported in 1928. It is a fair inference that in the speculative crash of last fall the ratio of victims was correspondingly small—a handful, comparatively speaking, of our 120,000,000 of population.

PRACTICAL DEALER HELPS: The Folmer-Graflex Corporation, makers of precision cameras, is working out a plan whereby factory experts will be used in its retail demonstrations to stimulate interest in its products among possible consumers. The B. F. Goodrich Company has maintained for some time a retail

selling organization for the benefit of its dealer customers. The Francis H. Leggett & Company model store, set up in the main offices of the company, is inspired by the same idea. Even in the agricultural regions manufacturers are finding advantage in taking over a considerable part of the storekeeper's job, to the extent at least of making sure that the public is made to understand fully the use of the products offered. . . . These are merely specimens of much evidence that producers are seeing more clearly than ever that their selling work is by no means completed when stores are stocked with their goods. They are now realizing how close to a partnership is their relation with the dealer who takes on their lines.

ANTI-TRUST RUMORS AND EVENTS: The resignation of Chief Justice Taft of the Supreme Court, who has long been a solid bulwark of the rule of reason, accentuates rumors coming out of Washington that the Department of Justice is contemplating vigorous action in enforcement of anti-trust legislation. In support of this view much is made of the refusal by the department to honor, without examination into present merits, letters of indulgence granted by former administrations after scrutiny of merger proposals in advance of consummation. . . . But nothing that has been done gives minatory character to the implication of this action. In the McKesson & Robbins case the department appears to have been in opposition to the Federal Trade Commission assumption that substantial competition may have been suppressed. In the packers' application for relief from the consent decree the Attorney-General refused to take sides until a hearing in the court should bring out all the facts. In the latest anti-trust law decision, that in which the Supreme Court upheld the McElwain purchase by International Shoe, the prevailing opinion, as was pointed out by the dissenting justices, dismissed as inadequate very definite evidence that in numerous instances International and McElwain shoes of similar character were in active trade rivalry. The few proceedings started under the Sherman or Clayton Acts recently are on their face in such apparent conflict with Congress's purpose that delay in bringing action is more significant of prudence on the part of Government officials than of a desire to interfere in the development of useful combinations. . . . SALES MANAGEMENT makes no prediction that the period of hands-off policy is to be continued. It merely advises its readers to read the future in the events of the present rather than in utterances lacking the sanction of real authority.

G. M. C. and Ford in Taxicab Rivalry

The rivalry of Ford and General Motors entered a new phase this week with the launching in New York of two new taxicab operating companies. Next week the new Luxford Taxicab Corporation will place into operation new Ford three-passenger taxicabs, which have been illegal in the past because they did not seat five passengers. It is understood that Police Commissioner Whalen has agreed to license the cabs. Ford distributors have not as yet learned whether the new cabs will be purchased through them or direct from the factory. General Motors Corporation will enter the taxicab operating field under an agreement with the Terminal Cab Corporation. Operations will be confined to railroad terminals. General Motors announced last week that it had arranged to furnish 500 new cabs to the Terminal organization within sixty days to be used at the Pennsylvania station.

Lorillard Cuts Muriel Prices; New Campaign

To emphasize a reduction in price of its Muriel perfecto cigars, P. Lorillard Company, New York, will start soon an extensive advertising campaign in magazines and newspapers.

The perfecto size have been reduced from two for twenty-five cents to ten cents; the "Aristocrat" from three for fifty cents to two for twenty-five cents, and the "Needle," sold principally in the West, from two for twenty-five cents to ten. All other sizes will be discontinued.

Lorillard has adopted cellophane containers for these three products. Lennen & Mitchell, Inc., is directing.

Direct-Mail Association Changes Convention Dates

The dates of the Direct-Mail Advertising Association convention, at Milwaukee, have been changed from October 8-10 to October 1-3.

The association is offering a prize of \$50 for a design of an official emblem. The contest is open to all except members of the board of governors of the association or their employees. Particulars may be had from Fred L. Pierce, executive secretary of the association, at 2227 Barlum Tower, Detroit. The contest closes March 31.

Lambert & Feasley, Inc., have moved to 400 Madison Avenue, New York.

First Paper in Texas in
National Advertising Lineage 1929

WEST TEXAS, rich in a diversity of products, finds itself with over \$445,000,-000.00 *extra* spendable money jingling in its generous jeans! Two hundred dollars more per capita to spend *than the national average!* To get your share you can use 125,000 wedges each day . . . The Star-Telegram and Record-Telegram . . .

4 4 5
million dollars
extra spendable money

**Are you getting
your share?**

\$445,623,800 *extra* spendable money . . . no wonder advertising campaigns are successful in Fort Worth and West Texas! To make your own campaign reap its largest harvest, there is no more potent factor than the Star-Telegram and Record-Telegram—with the largest circulation in the South, obtained without premiums, prizes, contests or other forced methods. Selective circulation! People in Fort Worth and West Texas read the Star-Telegram and Record-Telegram because it is a good newspaper, and they respond to advertising messages in its columns because they have the money to spend! No other metropolitan daily has anywhere near the ready acceptance and thorough coverage in West Texas, Prosperity Land.

Now Over
125,000
Net Paid Circulation
Sunday or Daily



FORT WORTH STAR-TELEGRAM

Fort Worth Record-Telegram

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-President and Adv. Director

Charter Member, Audit Bureau of Circulations

DIRECT Your message

in Cincinnati to the group of able, responsive buyers by concentrating in the Times-Star.

We do not claim that the Times-Star covers the Cincinnati market like a blanket; but we know that it reaches 13% more homes in the true Cincinnati market than any other medium and the Times-Star alone is adequate. Its group of readers constitute the active and responsive market for such products as automobiles, radios, electric refrigerators, vacuum cleaners, electric washers, and residential telephone service. Commodities and service purchased by families whose income permits a freedom in expenditure and the gratification of buying desire.

For maximum returns on your advertising investment, concentrate in the Times-Star.

The Times-Star carried a total of 13,813,832 lines of display advertising in 1929, a lead of 3,554,807 lines over Cincinnati's second paper.

The Cincinnati Times-Star

Eastern Representative
MARTIN L. MARSH
60 East 42d St.
New York City, N. Y.

Western Representative
KELLOGG M. PATTERSON
904 Union Trust Bldg.
Chicago, Illinois

What Is a Sound Expansion Policy?

(Continued from page 239)

The National Carbon Company has wisely decided to confine itself to radio equipment—Raytheon tubes and Eveready batteries—rather than to try to market radio sets. It should have come to this decision before it brought out receiving sets in the spring of 1928. The set business is bound to grow increasingly competitive. Eventually it will become stabilized at a certain annual production, just as the automobile industry has. When this fixed production stage is reached the trade will not be able to support all the manufacturers now in it.

There are no such limitations on tube sales. Whereas a receiving set will give good service for years, a tube will last for only a few months. There were about 71,000,000 tubes used in 1929. And of course this figure will rise as more people become radio owners.

It is true that the tube business is also highly competitive, but just the same it is an easier field in which to operate. A principle to observe in adapting an expansion policy is, other things being equal, to select the line of goods in which there is the fastest turnover. For this reason making razor blades is a better business than producing razors themselves. Similarly, a tire manufacturer or an oil refiner is likely to enjoy a more stable trade than falls to the lot of the automobile manufacturer.

Aircraft Industry Overcrowded

The airplane business is another industrial infant that is suffering from misdirected expansion. The industry has a brilliant future, but just now there are too many units in it. A number of concerns are in the air field that have no license to be there.

Business men are prone to jump into any line that promises unusual profits. That is why so many companies are roasting coffee, are featuring their own brands of coffee or are trying to extract financial juice from the coffee bean in some other way. Coffee has always been an especially profitable staple, but competition has now reached such a frenzy in the marketing of coffee that it is doubtful if the business from now on will be as attractive as it has been in the past. Another "racket" spoiled by misinformed expansionists.

Follow-the-leader is a game that gets many a concern in wrong. Some one spots a good business. Presently several more scouts spot the same busi-

ness, and from then on pickings are mighty slim. This situation now prevails in the chain store field. For years some of the chain pioneers, such as the F. W. Woolworth Company, enjoyed practically an exclusive claim to their type of merchandise. Recently, though, their claims have been invaded by a number of newcomers. As a result there are today dozens of chains dealing in the same type of merchandise and most of them are competing in the same territories. To all practical purposes these organizations are really conducting elaborated general stores. Take the name off the front of the stores and it would be difficult to tell the stores of one company from the others. These chains are showing no imagination whatever in selecting original merchandise or in creating an atmosphere of their own.

Research Before Starting

A common mistake is for a corporation to launch an expansion program without having sufficient information as to what it is about. For example, often legal difficulties are encountered. Nine times out of ten these obstacles could have been anticipated and could have been avoided, either by making some changes in the expansion set-up, or, where the difficulties are insurmountable, the project could have been abandoned as too hazardous or too costly.

Expanding too rapidly is another procedure that brings many an otherwise excellently conceived expansion program to grief. The Fox Film Company is an illustration.

It would be easy to go on indefinitely elaborating examples of what are bad or dangerous methods to follow in expanding a business. I believe, however, that it would be inadvisable to overemphasize the negative side of this subject. Much more can be learned by dwelling on the positive side—by telling how companies are expanding soundly. The remaining articles in this series will be devoted to a detailed analysis of the nine expansion methods outlined earlier in this instalment.

Before discussing specific methods it might be well to see if it is possible for a company to determine in advance what is a safe expansion course for it to pursue. It is realized that an element of luck enters the operation of any new enterprise. A number of equally qualified concerns may start in an industry from scratch.

Several of them may succeed grandly and some may fail miserably. The success of one concern or the failure of another could hardly have been foretold. Management plays an overwhelming part in the success of an enterprise. Unfortunately, the calibre of management cannot be gauged before it begins to function.

It is possible, however, to tell in advance whether a company is qualified to enter an industry, particularly after it has passed the pioneering stage. It is possible to tell the entrants what the rules of the game are. It is possible to furnish them with guide posts which will direct them through the mazes of the business they are entering.

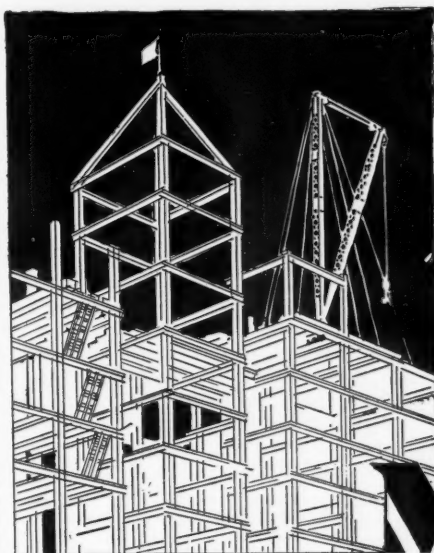
"Breakdown of Competition"

Most of this advanced information can be ascertained by making what I call "a breakdown of competition" in the new field. If this breakdown is done thoroughly, it will reveal bookful of illuminating data.

The first thing to do in making a breakdown is to prepare a list of all the concerns competing in the industry. This list should include "outside" competition—the makers of "outside" products, materials or processes that are cutting in on the industry in question. The next step is to find all that can be obtained about each organization on the list.

Here are some of the things that should be found out: What is each firm's capital, fixed indebtedness, net profits and annual sales? What does each competitor make? Is it a specialty or line and how complete is the line? What is the price—wholesale, retail and consumer—of each item in the line? How does each company distribute? How many salesmen, wholesalers, special distributors and retailers has each company? What is the advertising appropriation of each company? How is the appropriation expended? How long has each company been in business? Have these companies made any changes in their merchandise or in their selling methods in recent years? Why?

In getting this information it will usually be necessary to get hold of samples of each product in the survey or else obtain their specifications or at least a description of their size, efficiency or whatnot. To make the job complete the questions asked or the points investigated will usually run up into the hundreds. I have been on jobs where 2,000 points were scrutinized. The preparation of a breakdown of this sort ordinarily necessitates a rather extensive trade survey.



Mark your business milestones with **GENUINE ENGRAVED** announcements



Just as Society inevitably specifies Genuine Engraving for all formal functions, so business leaders have grown to recognize its correctness and prestige-building value. ¶ If an event is worth announcing at all, it is worth announcing well—with a Genuine Engraved Announcement. ¶ On these seven special occasions in particular, your messages need the crisp beauty, the dignity and impressiveness of the *real*

thing. Imitations deceive no one. ¶ Why pinch pennies when pride is at stake? For just a trifle more you can be irreproachably right! Make sure of the true craftsmanship by looking for the Mark of Genuine Engraving on all your letterheads, greeting cards, business cards and announcements.

7 Special Occasions

1. A change in your business location.
2. A revision of your firm name.
3. An important promotion or addition to your personnel.
4. An enlargement in your production or service facilities.
5. A showing of new models or products.
6. A significant business anniversary.
7. A notable convention or exposition.

"You'll be ALL RIGHT at a Statler"



In these hotels you can be sure, in advance, of the up-to-date attractiveness of your room — and of such comforts as radio which awaits the turn of a switch, running ice water, bed-head reading lamp, your own private bath, a morning paper under the door when you wake; and excellent restaurants, in a variety which ranges from formal service to a lunch-room or cafeteria.

You can be sure of "Statler service," and that every Statler guest's satisfaction is guaranteed.

Depend upon the experience of thousands of travelers who'll tell you, if you inquire in a Pullman, or a ship's lounge, or wherever travelers congregate, that "you'll be all right at a Statler."

HOTELS STATLER

BOSTON DETROIT
BUFFALO ST. LOUIS
CLEVELAND NEW YORK
[Hotel Pennsylvania]

When the information has been obtained and has been searchingly analyzed, certain principles usually stick out like sore thumbs. For instance, it is often discovered that the companies that are succeeding in the industry are distributing their goods in a certain way and that the trailers in that field are still experimenting with questionable selling methods.

Often it is revealed that the leaders are expending a certain minimum for advertising and that the competitors who do not advertise or who do not reach that minimum are not getting anywhere. Again it is found that all the competitors in the market are catering to definite price levels and that other levels, which buyers seem to want, are not being touched at all. Thus is opened up an exclusive opportunity to the concern making the investigation.

Sometimes the breakdown brings out the fact that the design or the size or something else about all the products in the field is open to improvement. Here again the firm making this discovery gains an edge on its rivals.

Another frequent revelation is that all the concerns now in the industry are slipping and that the progress is being made by the "outside" industries that are cutting in on the old field. When this information is gained it gives the inquiring firm a chance to get in on the "outside" line before the success it is making becomes generally known.

In most cases a breakdown of this character will supply a company with enough data to enable it to chart its expansion policy intelligently. In fact, such an analysis will generally prove helpful even though a company is not entering an untried course. Many organizations find it valuable to make these breakdowns periodically—every year or two. Thus they find out the drift of things in their industries and often discover important tendencies before their competitors wake up as to what is happening.

Directs Hall Sales

Hall Electric Heating Company, Philadelphia, has appointed A. D. Cameron vice-president in charge of sales and purchasing. Mr. Cameron has been with the General Electric Company at Schenectady and last year was Eastern district manager of the Hurley Machine Company, of Chicago, a General Electric subsidiary.

Heads Pittsburgh Steel Sales

Edward W. Smith has become general manager of sales of the Pittsburgh Steel Company, Pittsburgh—succeeding George W. Jones, who has retired on account of ill-health. Mr. Smith has been with the company for twenty-six years in various capacities, chiefly connected with sales.

G. E. Distributor Holds "Skyscraper" Contest

A "Skyscraper" contest for Rex Cole, Inc., New York distributors of General Electric refrigerators, has already netted one of its salesmen 1373.3 per cent of his quota. The contest, opened January 16, will continue until April 15.

Both individual and divisional accomplishments will be rewarded at the end of the contest, as well as prizes for periods of the contest.

The contest is being characterized by building terms, units of sales and deliveries counting toward the "stories" of the buildings, and each section of the organization is building its own "skyscraper," as well as each individual.

The goal of the contest is 100-story "buildings," or 100 per cent of the quota, for each group and individual.

Wholesalers to Educate with Model Store

A real store, model in every detail, was used to impress upon those who attended the recent convention of the Wholesale Dry Goods Institute the ways in which they could assist their dealers.

Basic principles involved in its set-up were explained by Henry Matter, secretary of the institute. Sixty wholesalers have already made plans to use a similar set-up in their establishments.

The exhibit is designed to show to retailers the principles of modern store arrangement and merchandise display, as well as to increase the volume of wholesale sales, since all articles displayed are in the wholesaler's stock.

A store-planning department is also contemplated by a number of these wholesalers, who will aid their customers in remodeling their stores in the modern way.

List Book Dealers Now

"Any Book Is as Close as the Nearest Mail Box," declares *The Review of Reviews*, and proves its statement by a geographical list of bookstores, members of the American Booksellers' Association, in its February issue. The list precedes the usual publishers' advertisements and copy urges readers to consult these before filling out the coupon appended, which goes to the local bookstore.

Dorland Opens Chicago Office

Dorland Advertising Agency, Inc., of New York City, has opened Western offices at 520 North Michigan Avenue, Chicago, under the direction of R. E. Winn, at one time vice-president of the Maggart Corporation, advertising agency of that city.

Building Forecasts for 1930

(Continued from page 246)

If these conclusions are borne out in actual 1930 experience, the building and allied trades will boom as never before in history.

Two Building Forecasts Tally

The annual building forecasts made by the F. W. Dodge Corporation (*Dodge's Reports*) and by the National Building Group† of National Trade Journals, Inc., show an excellent optimism, based partly on normal development, partly on the Hoover suggested stimulation and partly on the expected easy mortgage money which will return as soon as the Wall Street flurry fades out of the elastic memories of the more poignant losers.

The Dodge estimate shows about eight and one-half billion dollars—with a slight decrease possible as a result of the November-December, 1929, fall-off in building—while the National Trade Journal estimate says "seven to nine billion dollars."

The two reports, we regret to state, do not break down in the same manner—so that unbiased students can make a direct comparison. It would be much better if they did have at least the same basic outline—each company reserving certain details of sub-breakdown for themselves.

Details of both reports are available without charge from their respective companies—F. W. Dodge Corporation, 119 West Fortieth Street, New York City, and National Trade Journals, Inc., 521 Fifth Avenue, New York City.

The 1930 estimates given by the statistical division of the F. W. Dodge Corporation (released on January 2) tallied well with these figures. Although the classifications were not the same—thus making a checking impossible—the classification totals were as follows:

Commercial Buildings— (banks, garages, offices, offices and banks, stores, warehouses)	\$ 930,000,000††
Industrial Buildings — (given by industries) ..	\$ 750,000,000††
Educational Buildings— (gymnasiums, libraries, museums, etc., schools and colleges)	\$ 440,000,000**
Hospitals and Institutions.	\$ 175,000,000**
Public Buildings—(mili- tary and naval, city halls, etc., fire and police stations, postoffices) ..	\$ 165,000,000**

†Architectural Forum, Building Age, Building Material Marketing, National Builders' Catalog, Heating and Ventilating, Good Furniture and Decoration, etc.

**Increase over 1929 actual cost figures.

††Decrease from 1929 actual cost figures.

Greatest Daily Circulation in History of THE STAR

Net paid circulation of The Indianapolis Star
for the month of January was

116,057

Net paid circulation of The Sunday Star was

153,630

The Star League of Indiana
The Indianapolis Star
The Muncie Star
The Terre Haute Star-Post
(Terre Haute's only all-day paper)

180,000

And by using the group the advertiser
saves 5 cents a line

Represented by

KELLY-SMITH COMPANY

NEW YORK CHICAGO PHILADELPHIA DETROIT
BOSTON ATLANTA

PSYCHOLOGY OF SELLING AND ADVERTISING

By Edward K. Strong, Jr.

Professor of Psychology, Leland Stanford University

This is the first complete presentation of sales and advertising psychology from the practical viewpoint of modern merchandising. It makes it possible for you to decide exactly where to put the emphasis in copy or sales talks for best results. Gives hundreds of actual examples of how the methods suggested have been used successfully. Price, postpaid, \$4.00.

Remittance must accompany order

SALES MANAGEMENT
Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

Final Forms Close

February

FOR THE

1930 Annual Review Number OF SOUTHERN ADVERTISING and Publishing

Want to reach the advertising and sales executives of the South? Then by all means rush your space reservation for this Annual Review Number. It's *their* publication!

Some of the contents: List of Southern advertising accounts with products, officials, agency connections; complete list of Southern agencies; pictorial advertising review; feature articles on Southern merchandising methods.

Over 3,000 copies guaranteed; every one a permanent reference volume. Final forms about to close!



**SOUTHERN ADVERTISING
and Publishing**
Atlanta, Ga.

MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

Price, postpaid, \$4.00

Remittance should accompany order

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

Religious and Memorial Buildings — (churches, convents, memorial buildings)	\$ 130,000,000**
Social and Recreational Projects—(auditoriums and halls, clubs and lodges, parks, park buildings, theatres) ...	\$ 180,000,000**
Total Non-Residential Buildings	\$2,770,000,000††
Total Residential Buildings — (apartments, dwellings, two-family houses, housing developments, hotels) ..	\$2,470,000,000**
Public Works and Utilities—Mainly civil engineering—(waterfront developments, bridges, incinerators, lighting systems, railroad construction, railway buildings, sewerage systems, highways, water supply systems) ..	\$1,614,000,000**
Total Construction—In range of contract records	\$6,854,000,000**
Miscellaneous Low-Cost Projects—(farm buildings, small dwellings, garages, filling stations, remodeling, alterations, etc.—roughly estimated)	
New	\$ 775,000,000**
Remodeling, etc. ...	\$ 885,000,000**
Total, known and estimated	\$8,514,000,000**

**Increase over 1929 actual cost figures.
††Decrease from 1929 actual cost figures.

Paul Nystrom Republishes Economics of Retailing

The third revised edition of Dr. Paul H. Nystrom's "Economics of Retailing," this time in two impressive volumes, is just off the Ronald Press, New York.

Little remains of the first edition, published in 1915, and brought up-to-date some time later, for the rapid changes taking place in retailing and distribution have necessitated a careful revision of this important work by Dr. Nystrom, professor of marketing at Columbia University. In preparing this edition Dr. Nystrom found it impossible to give a comprehensible survey of present-day retailing in the confines of one volume.

Hence the two-volume edition, each volume of which is an integral part, the first bearing the title "A Critical Analysis of the Retail Business as the Central Factor in Present-Day Distribution." "Retail Methods Described and Appraised" is the title of the second volume.

The edition contains 1,145 pages, 153 illustrations and 69 tables, and sells for \$10. A more complete review of this interesting work will be published in SALES MANAGEMENT in an early issue.

Sales Opportunities in "Pint Size" Markets

(Continued from page 254)

Automobile tire shipments showed up particularly good to Roumania and Syria; canvas rubber-soled shoes to Lithuania, Surinam, British West Africa.

Poland, Switzerland, Algeria, Mozambique, Iceland, Latvia, Iraq are some of the good portable typewriter markets.

Algeria took 14 per cent of all our wheel tractor exports one month, and Hungary took 10 per cent. In one month, shipments of motor trucks and busses went to seventy-eight different countries, some of the best being Belgium, Finland, Portugal, Egypt, British West Africa and Roumania.

Greece that month was the largest European customer for our phonographs and little known Paraguay bought as much as Uruguay, whose dollar is worth more than ours.

I know of one manufacturer who has built up a profitable export business solely in small markets, most of which you would have to consult an atlas to locate.

One of the best-known American nationally advertised lines sells two-thirds as much in Honduras with 773,000 population as it does in Mexico with 14,000,000 population.

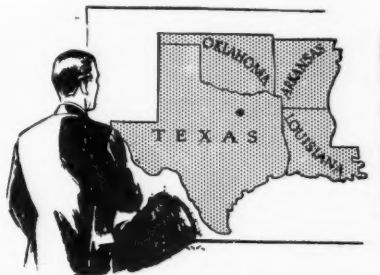
There is another manufacturing company which sold last year seven times as much of one unit in the Gold Coast as it sold to all the rest of the world, including the United States. They couldn't believe their eyes when the first order was received, cabled for confirmation and have been getting similar ones ever since.

Shell Executive Starts 20,000-Mile Air Tour

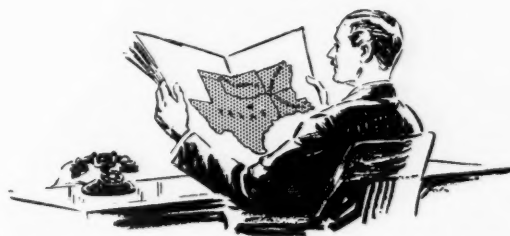
Eugene de Penaloza, assistant sales manager of the aviation department, Shell Petroleum Corporation, St. Louis, started from Miami last week on the first leg of the 20,000-mile inspection flight under the Pan-American-Grace Airways route in the Greater and Lesser Antilles and South America. Mr. de Penaloza is flying as a guest of the airways—surveying their landing fields and airports with the object of expanding their facilities for supplying airplanes with fuels and oils.

Yanochowski Heads Kellogg

George A. Yanochowski has been elected president of the Kellogg Switchboard & Supply Company, makers of telephone systems and radio apparatus, Chicago, to succeed William L. Jacoby, who died recently.



"The Southwest Market Looks Good to me!" — Says the Sales Manager



"The New Southwestern Rates Point to Dallas!"

—Says the Traffic Manager

---And Dallas Gets Another Branch!

MORE than 2,000 concerns maintain branches in DALLAS—well over 200 of them have come in the past 12 months. And there's a human story behind each new arrival. The Sales Manager, in many instances, initiates the move—he looks fondly at the Southwest market, decides he wants to sell it. When he checks with the Traffic Manager, DALLAS gets a hearty boost as the logical distribution center,—because Traffic Managers appreciate the significance of the new mileage scale of rates in the Southwest which gives DALLAS full advantage of its central location in the heart of the Southwest. We invite inquiries from all executives—and especially welcome inquiries from sales and traffic executives, as they are quick to see DALLAS' advantages. Write on your business letterhead—or mail the coupon—for complete information on the Southwest.

Dallas

Southwestern Headquarters to American Business—2,000 national and sectional concerns maintain branches in DALLAS.

INDUSTRIAL DALLAS, Inc.
1504 Chamber of Commerce Bldg., Dallas.

Please send free your set of seven reports presenting a complete survey of the Southwest market, to:

Name _____
Title _____
Company _____
Address _____



"When Metal Talks"

—by E. W. ELMORE



A Course that Does Something for Sales Managers Which They Cannot Do for Themselves

When you sell a retailer your line, does it end there . . . or does he push your name, your brand, your line? It's hard to convince him that he should do so, isn't it? It's hard to talk about yourself. But let an outsider, a practical ad man, tell him why he should feature nationally advertised products, point out the benefits and profits of so doing and then the problem is simple.

Nationally Recognized

"When Metal Talks" is a nationally known book on advertising which teaches retail promotion and ad mechanics. But, above all, it emphasizes the benefits of promoting branded goods. You should buy a copy for every salesman on your staff and for every retailer on your list. Merchants will start featuring your product immediately after reading it.

Who Buys It?

Daniel Green Shoe Co. bought 5,000, Continental Trunk Co. bought 750, and Julius Kayser, Queen Quality Shoe Co., Marcy Lee Dress Co., Bradley Knitting Mills, and a dozen others, have bought from 10 to 100 copies each. Order a few dozen copies today, and start others boosting your game. It is helpful, practical, and will be appreciated by every one of your retail accounts. Written by E. W. Elmore, Adv. Mgr., The White House, El Paso, Texas. Special discounts on 25 or more copies.

SALES MANAGEMENT, INC.,
Book Service Department,
420 Lexington Avenue,
New York, N. Y.

Please send me copies of
"When Metal Talks." Check enclosed for
\$..... Send C. O. D.

Firm

By

State City

Street Address

He Found a Million-Dollar Business at the Bottom of the Sea

(Continued from page 256)

a demand for our product when we had it properly distributed."

Evidently that initial appropriation proved efficient, for in 1928 the company jumped the advertising fund to \$35,000. This year the firm is spending \$100,000 for advertising.

Advertising has gone ahead, rather than behind distribution. With enough jobbers and dealers lined up to assure the success of the product, the company then began using national magazines in the general farm and poultry field to create a greater national demand for the feed; and this demand in turn created a demand on the part of jobbers and dealers for the line.

"As we spread our distribution from state to state," Mr. Thomas explained, "we made a close survey of each proposed new territory we were to take on and selected what we considered the most desirable distributor in the territory. We made a list of perhaps several jobbers in a given district, but we placed these in the order of their importance to us, and then concentrated upon the head of the list.

Selling the Jobber

"We called attention to the advertising we were doing in national publications and pointed out the growing demand generally for our merchandise. In many cases we had inquiries from poultry feed dealers in a given territory. We sent these inquiries or copies of them to jobbers whom we had selected as our most logical prospects to indicate that dealers were ready to accept the product.

"Now and then we had orders from dealers in territories not covered by distributors. Sometimes we found that to send these orders to the jobbers we wanted to sign up helped materially to secure their initial order.

"We concentrated upon just one jobber in a district until we finally secured him or gave him up definitely. Deciding that we could not induce the most desirable jobber to take our product, then we concentrated upon the next one on the list for that territory, and so on until we succeeded in securing distribution. We find this plan more satisfactory than circularizing all distributors at once and placing the deal with the one who replies and orders first. By concentrating upon the most desirable firm first, we are more likely to line up the best in the

field than if we were to go after them promiscuously."

Personal letters play a vital part in securing jobbers. After the firm has lined up a jobber, it circularizes the poultry feed dealers in that territory, informing them that the jobber is handling the line and selling them on the profit value of handling the feeds. Jobbers receive folders and booklets to send to their dealers; and dealers receive a supply of pieces for mailing and handing out to their customers.

The basis of the consumer pieces is the booklet called, "How to Get 24 Eggs for 5 cts." This is a highly illustrated publication which goes into all phases of the manufacture and use of the oyster shell feed as produced by this company, and contains testimonials from poultrymen who have used the feed.

The only contact the company has with its jobbers and dealers, outside of its regular advertising and personal letters, is a periodical trip which Mr. Thomas makes over the country. He sees each jobber perhaps once a year. He sees comparatively few dealers. He makes these calls merely as a matter of good-will contact and selling has little or no part in his schedule. He talks with the jobbers to learn their views and ideas toward the increase of the business and the bettering of the company's service.

International distribution was gained through periodical advertising in foreign papers and magazines and by letter. Distribution in this department is largely through brokers, thence through jobbers or their equivalent, to storekeepers.

Grant Stores to Increase Newspaper Promotion

W. T. Grant Company, New York, operating a chain of 221 department stores throughout the country, has discontinued radio programs and will confine its advertising this year to newspapers in all localities where the store units are located. The program in this medium will be increased. After February 15, headquarters of the company will be at 1441 Broadway.

New Export Advertising

Advertising Abroad, published by the Advertising Abroad Company, New York, has changed its name to *Export Advertising*.

Account Changes

PROPPER-MCCALLUM HOSIERY COMPANY, INC., New York, recently formed by merger of the Proper Silk Hosiery Mills and McCallum Hosiery Company, McCallum account to John D. Boyle, Inc., New York. This agency also handles the Proper account.

COOPERATIVE SISAL GROWERS, Yucatan, Mexico, binder twine, to N. W. Ayer & Son, Inc., New York. National and sectional farm and other publications.

RICHFIELD OIL COMPANY, Los Angeles, to Doremus & Company, New York City.

FULLER BRUSH COMPANY, Hartford, Connecticut, to Batten, Barton, Durstine & Osborn, Inc., New York. Effective July 1, 1930.

HANAN & SON, Brooklyn, New York, shoes, to Paul Cornell Company, Inc., New York.

MANNING, BOWMAN & COMPANY, Meriden, Connecticut, household electrical appliances, to the Blackman Company, New York City.

PRINCE MACARONI MANUFACTURING COMPANY, Boston, to Badger & Browning, Inc., there. New England newspapers.

CENTAUR TRACTOR CORPORATION, Greenwich, Ohio, to Buchen Company, Chicago. Farm and trade publications and direct mail.

POSTAGE METER COMPANY, Stamford, Connecticut, Pitney-Bowes metered mail equipment, to Batten, Barton, Durstine & Osborn, Inc., New York City.

INGRAN MANUFACTURING COMPANY, Nashville, cotton goods, to the Andrew C. Cone General Advertising Agency, Inc., New York.

BADGER PAPER MILLS, INC., Peshtigo, Wisconsin, sulphite bond and Kitchen Roll (packaged wax paper), to Cramer-Krasselt Company, Milwaukee.

FLEET-WING OIL CORPORATION, Bellaire, Ohio, to McAdam Advertising, Inc., Wheeling, West Virginia.

LIBERTY ORCHARDS COMPANY, Seattle, to Erwin, Wasey & Company, there. Newspapers, magazines, direct mail and radio.

NORTH HESIX ELECTRIC COMPANY, Seattle, electric heaters, to Arthur E. House Advertising Agency of that city. Newspapers and direct mail.

THOMAS LEEMING & COMPANY, INC., New York City, Baume & Mercier, to Cleveland & Shaw, Inc., of that city.

R. H. LAIRD COMPANY, New York and London, operator of Rose Laird Salons and producer of Rose Laird products, to Campbell, Lowitz & Whitely, Inc., New York City.

The Journal-Transcript has the habit of leading in the Peoria Market!

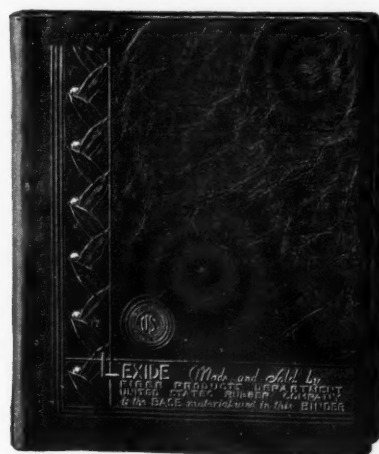
Because it is read
in 4 out of 5 homes
and has the *habit*
of getting results
for advertisers!

PEORIA JOURNAL-TRANSCRIPT

Peoria, Ill.

The only Peoria newspaper to make a gain
in National Advertising in 1929! First in total
advertising and all important classifications.

C. H. EDDY & CO., Natl. Rep. : CHICAGO, NEW YORK, BOSTON



Loose-leaf ring binder used in merchandizing Lexide, with covers finished by the Burk-Art Process.

BurkArt
PROCESSED

The name of a process of embossing and
decorating various binding materials
to produce book and catalog
covers of unusual beauty in
color, texture and design.

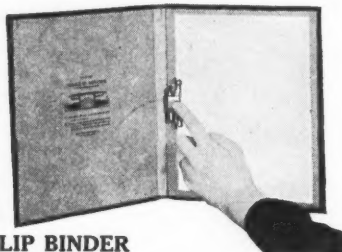
Burk-Art Processed Covers Sell the Contents

A glance at this illustration
will suggest the possibilities
of the Burk-Art Process for
the covers of your own book,
catalog or loose-leaf binder.
Rich in appearance, long-
wearing, and colorful, Burk-
Art Processed covers add the
final touch of durable beauty
that will not only "sell" your
catalog or book *but keep*
it sold.

THE BURKHARDT COMPANY
545 W. Larned St. Detroit, Michigan
CREATORS OF VISUAL SELLING EQUIPMENT

Bind 'em—the N C way

The latest, newest method
of loose leaf binding . . .



NEO CLIP BINDER

No holes. No rings. A patented friction lock grips one sheet or one hundred and binds all in an attractive leatherette cover.

For salesmen's show books, price books, sample books, executives' or students' notes. Furnished in stiff or limp covers, in tan or black. 50c to \$1.00.



Use instead of pins or clips. Two sheets or half a hundred, it's all the same to the Neva-Clog Stapler. For binding or attaching paper, leather, cloth, celluloid, price tickets, etc., up to 3/4 inch thickness. Easily operated. No pounding never clogs. Fully guaranteed, \$5.50, or on approval to prove its worth.

Ask your dealer or
write for circulars,
or on approval.

NEVA-CLOG PRODUCTS, Inc.,
Bridgeport, Conn.

S.M.-2



You CAN Keep a Good Man Down!

The crack about your not being able to keep a good man down is just as false as it is ancient. YOU may be keeping a good man—yourself—down, simply by working for the wrong employer.

Take stock. Are you making good? If you are, by all means stay with your job. If you are not, you may as well find a new job that DOES have opportunities, where you WILL make good.

For ten years we have done a flourishing trade in men of ability. Progressive companies commission us to find men with certain qualifications; we find them and receive a well-earned fee from the employers.

Perhaps we'd like to find you. Send for our booklet, "To Him That Hath—". It outlines what we have found to be the best methods of picking a new job, landing it.

Remember, you CAN keep a good man down! Send today for "To Him That Hath—". No obligation. Don't rot in your job.

WILLIAM L. FLETCHER, INC.

Personnel Managers and Counselors
8 Newbury Street, Suite 990
Boston, Massachusetts

Steel Competition Sharpening; U. S. Coordinates Advertising

(Continued from page 243)

Any activity on the part of the major steel companies in the matter of advertising is regarded with much interest. Should the hot steel industries be won over to consumer advertising, it is presumed that they would go about it in a big way. U. S. Steel, which controls over half of the iron and steel output in the country, is the largest industrial corporation in the world and lists assets of well over two and a half billion dollars. Products of companies whose stocks it owns are used in every line of iron and steel fabrication.

Household Market

That there is a huge outlet and a great potential field for steel in household equipment and dwelling construction seems to be the consensus of the industry. This field could be developed only through advertising.

An advertising campaign in consumer and class magazines designed to promote the use of steel household products is under way. The campaign is that of the National Association of Flat Rolled Steel Manufacturers and the copy story is that steel bedroom suites, shower cabinets, radiator enclosures, shelving, etc., are more durable and sanitary than products of other construction. Economy is also stressed, as is safety from fire and lightness in weight. The association makes a direct bid to replace wood construction, "Gone are the days of creaky, easily scarred furniture, drawers and doors that warp and stick, panels that crack, kitchen cabinets that absorb odors and spilled liquids—steel has changed all that."

Although none of the subsidiary companies of U. S. Steel is a member of the flat rolled steel association, they do contribute indirectly in the advertising. American Sheet and Tin Plate Company, largest producer of these materials, is a contributor to Sheet Steel Trade Extension Committee, affiliated with the flat rolled steel association. American Sheet and Tin Plate is fully alive to advertising possibilities and supplies manufacturers using its products with cuts and electros, offering also individual customers helps and suggestions in advertising sheet metal products.

One of the first undertakings of the advertising committee was to issue a booklet on products and publica-

tions. These are so varied that it is difficult to comprehend their entire range. The booklet was issued partly on the assumption that many customers of individual subsidiary companies were not aware of the complete range of related products, not only of a specific company but of all the manufacturing subsidiaries of the corporation.

The booklet lists the products and by-products, location of sales offices and warehouses, publications descriptive of products and educational motion picture films. There are eleven films furnished without charge to architectural clubs, engineering societies, commercial associations and others interested and having a legitimate use for them. Booklets and publications number well over 150 and range up to 1,200 pages in size.

The steel corporation, with its 110,000 common stockholders and many thousands of employees, constitutes a huge market within itself. In recent months the advertising committee has been studying methods by which the numerous companies, employees and stockholders might be made more conscious of the fact that it will serve the individual interests of each to co-operate more closely with the affiliated companies.

Identifying Subsidiaries

One of the first steps to accomplish this end has been in using the phrase, "Subsidiary of United States Steel Corporation," in all advertising. In recent months advertisements have been appearing in trade papers listing twelve of the principal subsidiary manufacturing companies at the bottom of the ads of the individual subsidiary.

Whether United States Steel will undertake an advertising campaign under its own name could not be learned. As the corporation is engaged neither in manufacturing nor distributing, and as none of its products are sold under its name, it seems logical that advertising will be left to the subsidiary companies. However, that the corporation is taking an increasing interest in advertising and is exercising more control over publicity and marketing at present than at any past time is apparent from the new organization in advertising and sales research.

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1930	Year 1929
Jan. 4 112	Jan. 5 103
Jan. 11 ... 114	Jan. 12 ... 138
Jan. 18 ... 118	Jan. 19 142
Jan. 25 ... 127	Jan. 26 ... 144
Feb. 1 130	Feb. 2 147

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

Survey of Surveys

(Continued from page 230)

politan Life Insurance Co., Policyholders' Service Bureau, 1 Madison Ave., New York. 24 pages. Free.

The National Income and Its Purchasing Power. By Willford I. King. Tells how \$90,000,000,000 of income of the 120,000,000 people of the United States have grown from one-third of that amount in twenty years and how it is distributed. National Bureau of Economic Research, Inc., 51 Madison Ave., New York. \$5.00.

Commercial Structure of New England, Part II. This report constitutes Part II of the Commercial Survey of New England. Chapter I describes the thirteen major marketing areas of New England; II outlines the wholesale distribution channels; III deals with the retail distribution channels; IV treats of the marketing of foodstuffs in New England; V deals with consumer buying habits; VI discusses commercializing recreational facilities and the resultant tourist trade; VII treats on income and banking as basic factors in providing purchasing power and credit facilities; VIII deals with transportation. Available through the Government Printing Office, Washington, D. C. 323 pages; 95 cents.

U. P. Starts Magazine

News, a new magazine of international journalism, was launched this week as a house organ of the United Press Association, New York, with Tom Gerber as editor. It may expand as a general publication later.

NATIONAL ADVERTISING

The supremacy of the Newark Evening News is again emphasized by its 1929 record of National Advertising. For the fifth consecutive year it ranks **FIRST** in the United States among all the six-day newspapers, with a total of...

5,845,113

Agate Lines

It is a matter of record that 35 per cent of National Advertising Test Campaigns, placed in newspapers, are released in this medium.

Newark Evening News
ALWAYS REACHES HOME

EUGENE W. FARRELL
Business and Advertising Manager
NEWARK, NEW JERSEY



O'MARA & ORMSBEE, Inc.
General Advertising Representatives
New York—Detroit—Chicago—
San Francisco—Los Angeles

**BIGELOW,
KENT,
WILLARD**

& Co., Inc.

Consulting Engineers

*Merchandising
Counselors*

**Park Square Building
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

"AN ADDRESS OF DISTINCTION"



You Get . . .
So Much MORE

INTERNATIONALLY known
. . . the habitual stopping
place of world travelers
. . . conveniently accessible
to all Loop activities . . .
foods of surpassing excel-
lence. Spacious and smartly
elegant rooms. Distin-
guished accommodations at
remarkably reasonable cost.
Rates begin at \$5 per day.
Permanent Suites at Special
Discounts.

**THE
DRAKE
HOTEL, CHICAGO**
Under Blackstone Management

Sizzling Hot Letter Gets \$1,140,000 Response

One letter to its salesmen resulted in \$1,140,000 of applications in one day for the Missouri State Life Insurance Company, St. Louis, last month.

The letter, accompanied by two applications, aroused curiosity, with its burnt edges, and the fancy that the letter was so hot that it burned tickled the humor of Missouri Life salesmen everywhere. "This message is sizzling hot," the letter began. "So hot that . . . I had difficulty in keeping this letter and two applications from burning up."

The salesmen were urged to make January 22 a big day for their vice-president, John J. Moriarty, whose likeness burst through the January calendar imprinted on the applications.

New Ridgways Brand Contains Teaspoon

Teaspoon Tea, with a teaspoon in every quarter-pound package, is being introduced to several markets by Ridgways, Inc., New York City.

The brand was first given a trial test in San Francisco and Chicago and is now being sold to the New York City trade. Car card advertising is being used at present. General advertising may follow later contingent on the success of this brand.

Represents Fox Hearst

Wilding Picture Productions, Inc., Detroit, will represent the Fox Hearst Corporation, New York, covering an exclusive territory of nine Central states. A branch office has been established in Chicago, and others are planned, N. E. Wilding, president, said. The Wilding company will both produce and sell for Fox Hearst.

I. M. Clough has resigned as Eastern manager and director of the Clorox Chemical Company, Philadelphia, to become president of the Sunox Chemical Company, soon to be formed. Mr. Clough introduced Clorox, a California product, throughout the Eastern states.

The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays. Published in its own printing plant at 54 West 74th Street—New York City



Mailing Lists

Will help you increase sales. Send for FREE catalog giving counts and prices on thousands of classified names of your best prospective customers—National, State and Local. Individual, Professions, Business Concerns.

99% Guaranteed by refund of 5¢ each

ROSS-GOULD CO. 376 N. 10th St. St. Louis

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVES WANTED

DISTRICT MANAGER—A WELL-KNOWN Illinois Corporation doing a national business is desirous of opening up a branch office and wants a man to fill the above mentioned position.

The man we select must have initiative, tact, and be accustomed to making at least \$10,000.00 a year. An organizer and worker, who must have immediately available sufficient working capital to lease and furnish suitable office, finance his organization expense and order the necessary display merchandise. We can offer such a man a permanent connection much above the average. We train and assist our district managers in every way and we back our proposition by direct mail and national advertising in trade journals. Address in strictest confidence, The Illinois Standard Manufacturing Company, 800 North Clark Street, Chicago, Illinois, stating age, permanent address and past experience.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

EXECUTIVES—CAPABLE OF EARNING from \$5,000 to \$50,000 per year can make profitable contacts in all parts of the United States through our service. Confidential and reliable. Write for particulars. Associated Executive Service, Inc., 1204 Colonial Bldg., Philadelphia, Pa.

NATIONAL ORGANIZATION IN THE Middle West requires a sales executive with experience in drug sundries and toilet articles sold to drug jobbers and retailers, department stores and gift shops. Executive must be capable of handling salesmen effectively and know merchandising. Inquiries held in confidence. State experience in first letter. Address Box 225, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALESMEN WANTED

WANTED—SALES PROMOTION MEN TO introduce the Alexander line of gliders and airplanes. Several profitable plans are open to fliers and non-fliers who can sell. In some cases dem-

onstrators and drawing accounts will be furnished. An opportunity is offered to break into the most profitable branch of aeronautics and to prepare yourself to make \$10,000 or more per year with little or no initial capital. Send your qualifications to Alexander Aircraft Co., Room 16, Colorado Springs, Colo.

POSITIONS WANTED

SALES ANALYST—3 YEARS' EXPERIENCE with large organization, 6 years Assistant and Advertising Manager; university trained in advertising, marketing, statistics; keen student of the economics of advertising and selling. Age 31; married. Address Box 224, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALESMAN, SPANISH CORRESPONDENT, South American, age 36, 5' 8", weight 150, five years' sales training in America, wishes position handling staple product, domestic or abroad. Initiative, education and willingness to learn, principal assets. Commission besides salary. Address: R. Garcia, Personal, 82 Brown Place, Bronx, New York, N. Y.

EXPORT SALES MANAGER SEEKS NEW connection with responsible manufacturer. Considerable experience in sales promotion and management in this country and abroad. Acquainted with paint, chemical, pharmaceutical and rubber trade. Speaks commercial languages and traveled extensively in Latin-America, Far East, Australia and Africa. Address Box 222, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES MANAGER, THOROUGHLY CON- VERSANT, national distribution problems, successfully organized and controlled staff of salesmen, covering entire U. S. Have traveled extensively. Age 35—plenty of initiative and personality. Highly endorsed, available, owing to dissolution of company. Address Box 223, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

Index to Advertisers

	PAGE		PAGE
Atlanta Chamber of Commerce	231	Hamilton Institute, Alexander	235
Bigelow, Kent, Willard & Co., Inc. . . .	275	Hotels Statler	268
Booth Newspapers, Inc.	230	Indianapolis News	269
Boston Globe	249	Industrial Dallas, Inc.	271
Burkhardt Co.	273	Marine Midland Corp. of New York	247
Chicago Evening American	229	Neva-Clog Products, Inc.	274
Chicago Tribune	Cover	New York Times	232
Cincinnati Times-Star	266	New York World	236
Conkey Co., W. B.	255	Newark Evening News	275
Cowles Publications	252-253	Peoria Journal-Transcript	273
Criterion Service	259	Photographers' Assn. of America	Cover
Crooks Terminal Warehouses	263	Premium Service Co., Inc.	262
Drake Hotel	275	Providence Journal Co.	261
Einson-Freeman Co., Inc.	Cover	Review-Chronicle Nat. Adv. Bur.	252-253
Engraved Stationery Mfrs. Assn.	267	Richmond News-Leader	251
Fletcher, Inc., William L.	274	Ross-Gould Co.	276
Florida Times Union	233	Safe-Guard Check Writer Corp.	260
Fort Worth Star Telegram	265	Southern Advertising & Pub. Co.	270
Gibbons, Ltd., J. J.	276	Taxi Weekly	276
		U. S. Printing & Litho. Co.	256

"GIBBONS knows CANADA"

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